City of Litchfield Master Plan







2017 Edition

The 2017 edition of the City of Litchfield Master Plan was adopted by the City of Litchfield Planning Commission on <u>September 27, 2017</u>.

City of Litchfield Planning Commission Vice Chairman, Brett C. Smith

The 2017 edition of the City of Litchfield Master Plan was adopted by the Litchfield City Council on October 17, 2017.

City of Litchfield Clerk, Susan H. Ballinger

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CHAPTER 1 INTRODUCTION

Why Plan?

Municipalities have a vested interest in developing master plans. The master planning process provides an opportunity for municipalities to develop an overall vision for the next 20 years and to conduct a comprehensive review of their facilities and services. A successful Plan also contributes to the public understanding of the planning process and describes how its goals are to be achieved.

Section 31 of the Michigan Planning Enabling Act (PA 33 of 2008, MCL 125.3831) requires each planning commission to prepare and adopt a "master plan as a guide for development within the planning jurisdiction." The MPEA authorizes a planning commission to "do all of the following, as applicable:

- Make careful and comprehensive surveys and studies of present conditions and future growth within the planning jurisdiction with due regard to its relation to neighboring jurisdictions;
- Consult with representatives of adjacent local governments in respect to their planning so that conflicts in master plans and zoning may be avoided;
- Cooperate with all departments of the state and federal governments and other public agencies concerned with programs for economic, social, and physical development within the planning jurisdiction and seek maximum coordination of the local unit of government's programs within these agencies."

What is a Master Plan?

A master plan provides a framework within which the City of Litchfield can evaluate its present condition and develop a vision for the future. The master plan also serves as the guiding document for land use, development, and zoning decisions. A well-designed and implemented plan which is kept up-to-date will help the City of Litchfield to continue to be a highly desirable community in which to live, work, and visit.

Master Plan Principles

Before using the master plan to guide future development, it is important to understand some of the basic principles upon which it is based:

• The Plan is flexible — The document is not meant as a monument cast in stone, never to be adjusted or changed given that it plans for the next 20 years. The plan is a general guide to be used by the government to give direction for the future of the City of Litchfield. It should be reviewed periodically and altered as general conditions in the community change.

• The Plan allows for orderly development — The land use allocations reflected in the plan are based upon the best available projections of future population levels for the City of Litchfield. The plan must realistically provide sufficient land area to meet the anticipated needs and demands of our residents and businesses, while at the same time protecting the overall quality of life and the physical environment. While the document does not require a use which might provide the greatest amount of return on investment in land, it does require that property owners receive a reasonable return on their investments.

- The Plan must encourage public understanding and participation The plan should be written in a way that aids public understanding of the planning process and describes how goals for the City of Litchfield are to be achieved.
- The Plan must be the result of a general consensus of the community Plan elements must be clearly understood by all and followed consistently to minimize the possibility of arbitrary decision making. A clear consensus is needed during the planning process to ensure that the Plan will be followed.
- The Plan must balance property rights —The law requires that all property owners be granted a reasonable use of their property. This includes the rights of adjoining property owners to enjoy their property.
- The Plan is not a zoning map The document reflects the planned use of land, taking into consideration existing development, but does not depict a "new" zoning district map. Since the plan and zoning map are intended to be in reasonable harmony, it is likely that future zoning districts will take the shape of the plan as rezoning requests are received and reviewed by each community.
- **Zoning is not a substitute for a Master Plan** The plan is a long range guide for community development. Zoning approvals are specific to a piece of property and are always attached to the land. They may not be restricted to an individual. Zoning approvals are always permanent, unless the use itself is temporary in nature.
- **Deviation from the Plan puts zoning decisions at risk of invalidation** Zoning decisions that are not based upon the plan risk invalidation if faced with a legal challenge. Decisions made on the basis of the document may be afforded additional validity, since the decision was not made in an arbitrary fashion, but follows a rational plan for the City of Litchfield.

Future Land Use and Zoning

The heart of the master plan is its depiction and descriptions for future land use. Determining the future use of land should be based on several factors, including:

- Community character
- · Adaptability of land
- Community needs
- Available services
- Existing development
- Existing zoning

The connection between the master plan and the zoning ordinance of the City of Litchfield is often misunderstood. Accordingly, the relationship between the plan's future land use map and the zoning maps is a critical one. That link is established through the zoning plan element of the master plan.

Use of the Master Plan

Completion of the Master Plan is not the end of the planning process. Continuous and effective use of a Plan is necessary to ensure its validity. Failure to follow a Plan may discredit any attempt to use it as a defense for actions which may be challenged by property owners or developers.

Likewise, consistent and vigorous use of a Plan will lend credibility to the community's implementation of controversial decisions on zoning actions. While state courts do not normally recognize the absolute authority of a master plan, they do lend more credibility to actions supported by careful planning than those which appear to be made arbitrarily. The more common uses of the master plan include:

- **Zoning Decisions** Since the master plan determines the future use of land, rezoning decisions should be consistent with its provisions. This is not to say that all rezonings that are consistent with the future land use map should automatically be approved. However, if all of the preconditions of the Master Plan are met, approval of the request may logically be forthcoming.
 - On the other hand, a rezoning request different from that shown in the plan should not automatically be rejected, particularly if the Plan has not been reviewed in some time. Instead, each request should be evaluated to see if the conditions originally considered when the plan was adopted have changed. If so, the plan may deserve reconsideration (but need not necessarily be changed).
- **Utility Extensions/Capital Improvements** A useful function of the master plan is its designation of land use intensity when evaluating the need for improved utilities, new roadways and public buildings, and other improvements. This information may be included in a Capital Improvement Plan (CIP). The CIP is a six-year plan, updated annually, for capital expenditures necessary for plan implementation.

Development of the CIP is the responsibility of the city council, with considerable input from municipal staff (e.g., engineers, planners, administrators, etc.) and the planning commission. Its principal elements include project names, descriptions, costs, priorities, years to be completed or begun, and potential or planned funding sources. This information provides property owners with some assurance that improvements necessary to implement the Plan are forthcoming, and shows a general schedule of those improvements.

- **Environmental Impact** The master plan (as a reflection of the intensity of land use) should reflect the degree to which the City of Litchfield desires to protect its environment and natural features. The plan should establish that value to the community and propose steps to implement the appropriate regulations.
- Recreation Planning The master plan (through the provision of future residential lands) will create a need for recreation/open space land. The master plan can assist in the setting of priorities for park development. For example, parks and recreation plans pay special attention to the goals and objectives of the master plan. If additional recreation services are called for in the plan, these services may be noted in the parks and recreation plan.

A review of Future Land Use is also important. If a Master Plan indicates that substantial new residential development will be forthcoming in a particular area, some indication should be made for the need to acquire and develop additional park land. However, the Future Land Use Map cannot indicate specific properties as park land, unless the land is in public ownership, or steps are already well underway to acquire that property.

In order to qualify for grant programs at the state level, or federal grants administered at the state level, the Michigan Department of Natural Resources (MDNR) requires that the City of Litchfield have a current (no more than 5 years old) parks and recreation plan. The City has a current recreation plan on file with the MDNR.

- Approval of a public way, space, building or structure An often overlooked provision in state law is a requirement that the City's
 planning commission review any new street, park acquisition, public building, or other similar easement, street, or use, shown in the
 master plan, prior to any positive actions taken to implement such improvement. This ensures that the proposed improvement is in
 compliance with the provisions of the master plan. Although a denial may be overruled by the controlling authority, the review is still
 required.
- **Transportation Improvements** There is a clear relationship between transportation and land use. As development proceeds, the need for new or improved roadways becomes obvious. By measuring the intensity of future development shown in the Master Plan, transportation planners can estimate needed rights-of-way widths, number of lanes, and the level of necessary access management.

Keeping the Plan Current

An outdated Plan that is not frequently reviewed can weaken decisions based upon the document. The planning commission should conduct an annual review of the Plan to ensure that it is kept current. City officials and employees can assist by bringing issues not addressed in the document to the attention of the planning commission. Any amendments to the Plan can be done at that time to keep it up to date and consistent with community philosophies. For example, some goals may have been achieved and new ones need to be established. Where uses have been approved contrary to the plan, the document should be amended to reflect these changes. By routinely following this procedure, the Master Plan will continue to be an up-to-date and reliable planning tool. Even though the plan has a 20 year horizon, a comprehensive update should occur at least every 5 years according to the Michigan Planning Enabling Act (MPEA).

How Did the Plan Develop?

This document is the first update to the City of Litchfield Master Plan. The City adopted its first master plan in 1996.

Citizen participation is extremely important to the success of almost any planning effort. Citizen participation helps guarantee that the vision outlined for the future of the Parma area accurately reflects the true goals of its residents. Direct and indirect public input opportunities included:

- Meetings of the planning commission where the Plan was included on the agenda (open to the public);
- A community planning survey (provided to property owners);
- A public hearing on the Master Plan.

Who Will Implement the Plan?

Three distinct bodies in the City are charged with planning and zoning: the planning commission, the zoning board of appeals, and the city council. All of their decisions and recommendations should be based upon the Master Plan. Decisions not based upon the Plan should trigger the review and possible amendment of the document.

Planning Commission

Development and approval of the Master Plan is an important responsibility of the planning commission. The commission is charged with the development of zoning and other ordinances (over which the city council has final authority). The planning commission also recommends approval or rejection of requests to the city council for rezonings and various other zoning proposals.

Zoning Board of Appeals

The zoning board of appeals (ZBA) decides dimensional variance requests (e.g., setback requirements). The ZBA also makes official interpretations of the zoning ordinance when the meaning or intent of the legislation is not clear. ZBA decisions are final. Appeals are made to the circuit court.

City Council

As the legislative body for the City, the city council is responsible for the passage of all ordinances, including the zoning ordinance and other planning-related legislation. It also appoints members to the planning commission and the ZBA.

Other Planning Efforts

City staff and other city committees may also undertake planning efforts on their own or in conjunction with the planning commission. These planning efforts may include housing, key transportation corridors, historical districts, and the other plans. Future updates to those plans should complement the goals of the Master Plan. In turn, those documents should be consulted whenever the Plan is amended or a new plan is adopted. This consultation should also extend to regional planning efforts.



CHAPTER 2
COMMUNITY DESCRIPTION & ISSUE IDENTIFICATION

Location

The City of Litchfield is located in Hillsdale County which is part of south-central Lower Michigan. The City is placed in northwestern Hillsdale County—and surrounded by Litchfield Township— near the counties of Branch, Calhoun, and Jackson (see the Vicinity Map). Litchfield is intersected by two state routes, (i.e., M-49 and M-99). M-49 begins in Downtown Litchfield and extends south through Reading to the Ohio border. M-99 extends southward past Jonesville to the City of Hillsdale, the Hillsdale County seat, and then south to the Ohio border. Beyond Litchfield, M-99 continues northward to Homer and Albion. The state highway network also provides access to larger nearby municipalities including Jackson, Fort Wayne, and Battle Creek.

Demographic Summary

See Appendix A for detailed population trend information. However, the data contained in that appendix is summarized below:

- **General Population** The population of the City of Litchfield grew at a fairly steady rate between 1930 and 2000 (i.e., an <u>average</u> of 9.4% per decade) despite population loss during the 1980s, according to the U.S. Census. However, the City's population decreased by 6.1% to 1,369 residents in 2010. Litchfield accounted for 43.3% of the combined populations of the City and Litchfield Township in 1930 and 57.7% in 2010. City residents are estimated to decrease 4.1% to 1,313 people by 2040.
- Age The median age of City residents was estimated to be 38.7 years during the 2010-2014 time period, according to the American Community Survey. 'Baby Boomers' people between 45 and 64 years of age in 2010 were estimated to be the largest age group, comprising 28.2% of residents. People between 5 and 24 years of age in 2010 "Millennials" were estimated to be the second largest age group with 27.0% of the population. "Generation X" residents between 25 and 44 years of age in 2010 were the third largest age group in Litchfield with an estimated 22.5% of the population.
- Race and Ethnicity The racial and ethnic makeup of the City of Litchfield is very homogeneous. The majority of the population of the City (i.e., 98.8%) was estimated to be white (Caucasian) during the 2010-2014 time period. In contrast, it is estimated that only a small minority of the population of Litchfield (i.e., 4.3%) considered themselves to be Hispanic (i.e., Latino/Latina).
- Households It is estimated that Litchfield was comprised of 511 households during the 2010-2014 time period. The average household size was estimated to be 2.44 people. Families were estimated to comprise 62.0% of all households with an estimated family size of 3.12 people. Single-person households were estimated to comprise 31.9% of all households. Other non-family households were estimated to comprise 6.1% of all households.

- **Disabilities** An estimated 15.0% of all City residents had some kind of disability during the 2010-2014 time period. An estimated 19.3% of residents who were at least 65 years old had an ambulatory disability
- Household Income The median income of City households was estimated to be \$42,395 during the 2010-2014 time period. An estimated 21.5% of Litchfield households had an income of less than \$15,000 and an estimated 28.2% of households had an income between \$15,000 and \$39,999. An estimated 1.2% of households had an income between \$150,000 and \$199,999
- Housing The City of Litchfield had an estimated 584 housing units during the 2010-2014 time period. An estimated 12.5% of those units were vacant. Detached single-family homes comprised an estimated 92.2% of the City's housing stock. Multiple-family buildings, including duplexes, were estimated to comprise 5.5% of Litchfield's housing units. Mobile homes only comprised and estimated 2.3% of housing units.

Natural Resources

The City of Litchfield has a wealth of natural resources, one of the reasons it is a pleasant place to live, work, and play. Not only do significant natural features in a community shape the type and manner of development which may occur there, they can also shape the overall identity of a community. At the same time, natural features can be dramatically affected by the land development. Because of this, the natural assets that a community contains should be considered in long-range planning and when reviewing specific site plans. The purpose of this section is to identify important natural features in the City so that adverse impacts on their ecosystems can be minimized and so that development can be channeled to the most appropriate locations.

Soils

The Soil Survey of Hillsdale County, Michigan, issued by the U.S. Department of Agriculture's Natural Resources Conservation Service in 1997, indicates that the primary soils in the City of Litchfield are found within the Fox-Boyer-Association. These soils are described as "nearly level to steep, very deep, well drained sand loams and loamy sands on outwash plains." The Survey also states that "these soils are well suited to most kinds of building site development. The slope is a limitation. The soils are poorly suited to use as septic tank absorption fields. They readily absorb but do not adequately filter the effluent. The poor filtering capacity can result in the pollution of ground water." The document also states that "these soils are well suited to woodland." There are large wooded tracts within the City and the surrounding area, particularly along the east and southeast portions of the City, including along the St. Joseph River (see the Aerial Photograph).

Topography

The City's topography can be characterized as one of gently rolling hills (see the Topography Map). The topography ranges between 1,010 feet above sea level and 1,070 feet above sea level, a difference of 60 feet. The lowest points in the City are found along the St. Joseph River in the northwestern corner of Litchfield. The high points are located in the Hawthorn Heights neighborhood in the northeastern corner of the City.

Water Resources

Litchfield has been located along the St. Joseph River, which traverses the City from the southeast to the northwest and is the major water feature in the general area (see the Hydrology Map). Herring Drain #145—an open ditch drain—also traverses Litchfield south of the river. Wetlands are located along the majority of the St. Joseph River and to a lesser extent Herring Drain #145. Both waterways are prone to flooding (see the Flood Hazard Map). A substantial portion of the St. Joseph River is in a floodway. Most of shorelines of the river and drain are in the 100-year floodplain. A small portion of the St. Joseph River is in the 500-year floodplain.

Community Facilities and Services

A wide variety of community facilities and services are available to City of Litchfield residents and businesses. Not only do significant community facilities and services in a community shape the type and manner of development which may occur there, they can also shape the overall identity of a community. At the same time, community facilities and services can be dramatically affected by land development. Because of this, the community facilities and services that a community contains should be considered in long-range planning and when reviewing specific site plans. The purpose of this section is to identify important community facilities and natural features in the City so that adverse impacts on those amenities can be minimized and so that development can be channeled to the most appropriate locations.

Water and Sewer Service

The City provides water and sewer services to the majority of its households and businesses (see the Water & Sewer Map).

• Water Service. The City of Litchfield owns and maintains its own water supply and distribution system which draws its water supply from local well fields. Wellhead protection areas have been delineated for them in order to protect against the contamination of the City's water supply (see the Hydrology Map). Those wellhead protection areas identify the areas from which water is drawn for consumption.

¹ "A 'Regulatory Floodway'"— according to http://www.fema.gov/floodway—' means the channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height. Communities must regulate development in these floodways to ensure that there are no increases in upstream flood elevations."

A traditional wellhead protection area delineation is located in northeast Litchfield, extending eastward into the Township. A type 1 provisional wellhead protection area is located in the southeast Litchfield, also extending eastward and southward into the Township.² After treatment, water is distributed to the City's customers through its water distribution network. A 300,000 gallon water tower is located in northeastern Litchfield.

• Sewer (Wastewater) Service. The City of Litchfield sanitary sewer collection system is composed of approximately eight (8) miles of gravity sewers that range in diameter from six (6) to twelve (12) inches. The system includes seven (7) pumping stations and approximately one mile of force main. The force mains range in diameter from four (4) to ten (10) inches. Wastewater is directed to the South Chicago and Hawkes Drive pumping stations. From the pumping stations, it is sent to the wastewater treatment plant. The City's lagoon system uses a three (3)-cell waste stabilization process. Wastewater in the lagoon is treated by natural biological and physical processes. Effluent is discharged approximately twice each year to the St. Joseph River when the level of the river is high enough to absorb the discharge without any harm to the environment.

Future development within the City should be in accord with plans for water and sewer development (see the Water & Sewer Map). This should be a part of the approval process of any significant development. This requirement can be used to control development in a logical and orderly manner. The City should review the locations of existing water and wastewater infrastructure and determine the needs of un-serviced areas, as well as repair and replacement projects within the existing infrastructure. A recommendation for specific infrastructure improvements, along with a timetable for improvements should be developed. The atlas showing the locations of all water and wastewater lines in the City, with their associated dimensions should be revised and updated in order to respond to concerns related to future development in the City. Further, the City should consider transforming its utilities' atlas to a computerized format using geographic information system (GIS) technology.

Transportation

The City of Litchfield is served by a roadway network and a railroad (see the Transportation Map).

Roadway Network

The City of Litchfield's 99.6 mile roadway network is comprised of various types of roadways which traverse or border the City of Litchfield and are maintained by several transportation agencies:

² A traditional wellhead protection area is delineated by conducting a physical study of the area around a wellhead. A type 1 provisional wellhead protection area is delineated by the Michigan Department of Environmental Quality using computer modeling.

- Michigan Department of Transportation (MDOT). Highways under the jurisdiction of MDOT only comprise 3.3% of the network. M-99
 (Marshall Street/Homer Road) connects Litchfield to Albion, Homer, Jonesville, and Hillsdale. M-49 (Chicago Street/Anderson Road) connects the City of Allen, Reading, and Camden. Both of those highways are significant truck routes.
 - Herring Road— currently a county local road— has been proposed as a truck bypass connecting M-99 and M-49. The creation of this bypass would eliminate the need for some truck traffic to traverse the City in order access the state highway junction in Downtown Litchfield. The creation of the bypass would decrease the amount of truck traffic in the City by providing a more direct connection between the two state highways in the vicinity of the Litchfield Industrial Park.
- **Hillsdale County Road Commission (HCRC)**. Roads under the jurisdiction of the HCRC comprise 3.2% of the network. County primary roads only comprise 0.5% of the total roadway network and county local roads only comprise 0.4% of the network.
- **Litchfield Department of Public Works (DPW)**. Streets under the jurisdiction of the City's DPW comprise 93.0% of the roadway network. City major streets comprise 41.3% of the total roadway network and city minor streets comprise 51.7% of the network.
- **Private Streets.** Private streets which are maintained in some fashion by adjacent property owners only comprise 0.4% of the roadway network.

County local roads, city minor streets, and private streets are designed to provide direct access to abutting properties. State highways, county primary roads, and city major streets also provide direct access to abutting properties. However, their primary purpose is to carry travelers to their destinations. Consequently, these roadways generally carry more traffic. Improvements to Herring Road would allow it to function as a truck route, creating a 'beltway' between M-99 and M-49 that would allow truck traffic to bypass Downtown Litchfield.

Type of Roadway	Miles	
State Highways	3.3	3.3%
City Major Streets	41.1	41.3%
City Minor Streets	51.5	51.7%
County Primary Roads	0.5	0.5%
County Local Roads	2.7	2.7%
Private Streets	0.4	0.4%
	99.6	100.0%

Railroad

The Hillsdale County Railway —now operated by the Indiana Northeastern Railroad— connects Litchfield with Jonesville, Hillsdale, Reading, Montgomery, and Northeastern Indiana. The railroad's right-of-way (ROW) extends into the City from the southeast and terminates north of W. Saint Joe Street in the northwest quarter of Litchfield. The majority of the right-of-way (ROW) in the City is owned by the Michigan Department of Transportation (MDOT). However, some of the ROW is owned by the City.

Public Transportation

Litchfield is not served by public transit. However, the City would like to develop a central bus stop near the US Post Office to serve students from the Litchfield Community Schools as well as "School of Choice" students which attend Jonesville Community Schools, the Homer Community School District, the Hillsdale County Intermediate School District, and other districts. The City would also like to identify the locations of potential bus stops in the event that public transportation is available in the future.

Non-Motorized Transportation

The City of Litchfield does not have a non-motorized plan. However, the nature trail is part of a much larger effort (see the Institutions Map). The North Country National Scenic Trail will incorporate the nature trail within its corridor. The North Country Trail stretches from New York to North Dakota, also traversing the states of Pennsylvania, Ohio, Michigan, Wisconsin, and Minnesota. The City is also open to the development of other bikeways and walkways, including improvements to its sidewalks.



Parks and Institutions

Parks and institutions are an important component in crafting the high quality of life found in all successful municipalities.

• Parks. The City of Litchfield recognizes the importance of recreation and helps to maintain a network of ten parks/recreation facilities throughout the community (see the Institutions Map). The City maintains most of the facilities although the school district and private institutions also maintain some of the facilities. The St. Joseph River and its mill race are also utilized for recreational purposes.

The municipality has invested in the development of the *City of Litchfield Recreation Plan* (please see the recreation plan). Having an approved five-year recreation plan on file with the Michigan Department of Natural Resources makes Litchfield eligible to apply for grants administered by that arm of state government. A new edition of Recreation Plan must be updated every five years; the current edition will expire in 2018.

Currently, the focus is on Simpson Park. A new handicapped accessible playground for 2-5 year olds is proposed next to the City's pool, in front of the picnic pavilions. A park is proposed along the banks of the mill race near the wastewater treatment lagoons. Riblet Park is the site for a proposed veteran's memorial. A park on the City's west side is also proposed to serve nearby apartments

The City's Department of Public Works (DPW) maintains the parks. Lifeguards are hired to staff the pool and provide swimming lessons. Professional umpires are hired for the summer baseball program while coaches are volunteers. The City would also like to offer recreation programming and facilities, possibly in partnership with other communities, to its senior citizens and youths.

- Litchfield Civic Center. Various governmental agencies are located near each other, creating a civic center in Downtown Litchfield (please see the Institutions Map).
 - **Litchfield City Hall.** The City Hall houses the meeting chambers for City Council and various administrative offices (e.g., City Manager, City Clerk, etc.) as well as the Police and Fire Departments.
 - Litchfield Police Department. The Police Department employs two full-time officers and three part-time officers.
 - Litchfield Fire Department. The Fire Department serves the Townships of Butler, Scipio, and Litchfield as well as the City. A Fire Board comprised of representatives from each municipality oversees the operation of the Department which is staffed by both certified and uncertified volunteers.
 - Reading Emergency Unit. The Reading Emergency Unit (i.e., ambulance service) located its Station #3 within the Civic Center. The station is staffed part-time. The Station's irregular schedule is an ongoing issue.
 - o **US Postal Service.** The US Postal Service maintains a post office in Litchfield which serves the 49252 zip code.
- **Litchfield Community Schools.** Litchfield Elementary School (Kindergarten through 5th grade) and Litchfield Middle/High School (6th grade through 12th grade) comprise Litchfield Community Schools, the local public school district. The schools share a common campus, located northeast of Downtown Litchfield and due south of Hawthorne Heights. Some of the City's recreation facilities are also located on that campus.



- Litchfield District Library. The Litchfield District Library serves the City and the surrounding area (i.e., Butler, Scipio, and Litchfield Townships). Library patrons can borrow audiobooks and e-books in addition to regular books and magazines. They can also access computers, the internet, and Wi-Fi in addition to free computer classes. The District Library is also connected to Michigan's eLibrary (MeLCat), which provides access to library materials for free from other participating Michigan libraries.
- **Cemetery.** The City maintains one cemetery which is located off of Saint Joe Street. The cemetery is full and no longer accepts burials. The facility is maintained by the Litchfield Department of Public Works.
- Litchfield Department of Public Works (DPW). The DPW is charged with maintaining public water and sewer service, public streets (under the control of the City), the cemetery, parks, and public institutions (under the control of Litchfield). A new Public Works complex is located in the City's industrial park. The DPW's three full-time and three part-time employees operate out of that facility. However, an existing storage building still used by the DPW is located on Saint Joe Street.
- Other Utilities. The City receives electricity from Consumers Energy and natural gas from SEMCO Energy. Land-line phone service and high-speed internet services are provided by Century Link. Charter Spectrum provides cable TV, Internet, and phone services.

Economic Development

A healthy economy is an important component in crafting the high quality of life found in all successful municipalities. The City of Litchfield has created several authorities in order to create a healthy economy (see the Economic Development Map).

- Litchfield's Tax Increment Finance Authority (TIFA) covers properties located in the industrial south of the City.
- The City's Downtown Development Authority (DDA) covers properties located in Downtown Litchfield, at the junction of M-99 and M-49.
- Litchfield's Brownfield Redevelopment Authority (BRA) covers most of the properties which comprise the City.

The main tool that each of the authorities have at their disposal is tax increment financing which "allows for the capture of the incremental growth of local property taxes over a period of time to fund public infrastructure improvements" according to a fact sheet published by the Michigan Economic Development Corporation. "A community can capture property taxes which would have otherwise been paid to entities such as the library, community college and county, and instead use them for public improvements in targeted areas. By borrowing against the future tax increments, [an authority] is able to fund large-scale projects, which can lead to new development opportunities."

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³ http://www.michiganbusiness.org/cm/files/fact-sheets/downtowndevelopmentauthority.pdf

Existing Land Use

An inventory of existing land use is an important factor in the development of a future land use map for the City of Litchfield. Assessing data compiled by the City was utilized to determine existing land use in 2016 (see the Tax Assessment Map). The city assessor assigns a numeric code to each property as part of the assessment process which was then translated into a broad land use category. The Planning Commission then reviewed and made some changes to the land uses based upon their knowledge of the Litchfield. Using this process, the City can be divided into the following land use categories (please see the Tax Assessment Map):

Residential

Residentially assessed properties cover 45.53% of the City in 2016. Residential neighborhoods are distributed throughout the northern two-thirds of Litchfield. The Hawthorne Heights subdivision—located north of the Litchfield Community Schools campus in the northeast sector of the community—still has available building lots. Other properties north of Hawthorne Heights are also available for residential development.

Land Use	Acres	Sq. Mi.	
Residential	746.98	1.17	45.43%
Commercial	118.94	0.19	7.23%
Industrial	334.68	0.52	20.35%
Institutional	443.77	0.69	26.99%
	1,644.37	2.57	100.00%

Commercial

Commercial properties occupy 7.23% of the City in 2016. Downtown Litchfield is located at the junction of Marshall/Jonesville Streets (M-99) and Chicago Street (M-49). The other significant commercial area is located along Marshall Street (M-99) in the northwest sector of the community.

Industrial

Industrial properties occupy 20.35% of the City in 2016. The Litchfield Industrial Park is located in the southwestern sector of the community. A few other industrial properties are scattered in Litchfield's northwestern sector.

Parks and Institutions

Parks and institutions occupy 26.99% of the City in 2016. Institutions include the campus of Litchfield Community Schools, the Litchfield Greens golf course, Department of Public Works properties, and the City's sewage treatment lagoons. Parks are also scattered around the Community.



CHAPTER 3
COMMUNITY POLICIES AND PLANS

Various inputs into community policies and plans

The community goals and policies and the resulting plans advocated in this Master Plan were informed by a variety of observations, opportunities, and concerns, including the following:

- The 2016 City of Litchfield Survey
- Existing land use (see Chapter 2)
- Various other observations, opportunities, and concerns addressed in Chapter 2

2016 City of Litchfield Survey

The City distributed the 2016 City of Litchfield Survey in the fall of 2016, a community planning survey to property owners with the 2016 winter tax bills. A total of 153 surveys were returned to the City. The primary purpose of the survey was to obtain input that could be utilized by the Planning Commission to develop City goals and objectives. Some of the conclusions that can be drawn from the survey responses are summarized below. A complete analysis of the survey is located in Appendix C of the document.

Litchfield Community Pool. The following public pool issues were identified by the survey:

- Continuing to provide a public pool was important to 83% of respondents
- The construction of a splash pad and a smaller pool was supported by 51% of respondents
- A millage to construct and operate a pool was supported by 62% of respondents
- A regional recreation authority was supported by 71% of respondents

Senior citizen activities. The following senior citizen issues were identified by the survey:

- Monthly dinners were identified by 40% of responses
- Aerobics were identified by 28% of responses
- A variety of other activities were identified by 32% of responses

Housing. The following housing issues were identified by the survey:

- Multifamily housing was supported by 66% of respondents
- Desired housing types:

- Single-family homes were identified by 45% of respondents
- Duplexes were identified by 21% of respondents
- Buildings containing 3 to 4 units were identified by 7% of respondents
- o Townhouses were identified by 18% of respondents
- Various other dwelling types were identified by 8% of responses
- Housing for senior citizens and young singles were supported by 79% of respondents

Old elementary school. The following possible uses for the old elementary school were identified by the survey:

- Apartments were identified by 26% of respondents
- A training center was identified by 15% of responses
- A community center was identified by 36% of responses
- A variety of other uses were identified by 23% of responses

Goals and Policies

Residential Development

Foster family-oriented developments which are maintained and preserved as historic and traditional neighborhoods while encouraging a broad range of housing opportunities in keeping with changing demographics, economic conditions, and available land.

- The location and density of housing should be established in consideration of: (1) master plans and policies for the provision of municipal services (water, sewer, walkways, bikeways); (2) accessibility to business/service centers; (3) geographic limitations (soil conditions, flood plain, etc.); and (4) proximity to potentially conflicting land uses, (e.g. heavy industry).
- Future residential construction should be located in the northern two-thirds of the City and utility lines should be sized for continued growth on the north end of the City.
- Provisions should be made for multi-family and attached housing (condominiums and townhouses) as the median age of the population increases, and household size decreases, and the demand for smaller-scale housing grows among young people, senior citizens, and "empty-nesters."
- Future multi-family and attached housing should be located in the vicinity of Downtown Litchfield, to the northwest in the vicinity of Marshall Street (M-99), and in a small portion of Hawthorne Heights.

• Future manufactured housing development should be located on the west side of the City, just north of the industrial park at Mill and Clay Streets and Squires Court (the existing mobile home park).

- Where possible, residential land uses should be buffered or screened from conflicting (e.g. commercial and industrial) land uses.
- In-fill housing should be encouraged in mature areas to develop vacant lots.

Commercial Development

Promote commercial development consistent with the overall character of the City, located to maximize economic viability and reduce conflicts with adjacent land uses, and maintain Downtown Litchfield as a vital center of economic and governmental activity while preserving its local architectural heritage and protecting other investments.

Downtown

- The Downtown Development Authority should implement and maintain a coordinated development plan for Downtown Litchfield.
- The City should encourage the coordination of activities to improve the appearance of the Downtown business establishments by
 maintaining and/or improving the visual character of the Downtown and promote civic pride,. These improvements should include
 facade rehabilitation, plantings, new street lighting, and street furniture. Building code regulations should be enforced to bring existing Downtown Litchfield buildings up to standard.
- Incompatible land uses in the Downtown should be discouraged and should be assisted in relocating to more appropriate locations.
- Encourage the opening of businesses in Downtown Litchfield that will also draw a customer base from outside the City.
- Promote and encourage the development of office space in appropriate Downtown locations, particularly in vacant rental space.

Marshall Street Corridor

- For safety and beautification purposes, the City should encourage the common use by commercial enterprises in the Marshall Street (M-99) corridor of signage, parking lots, and ingress and egress points (i.e., access management) to reduce the number of locations at which traffic enters and exits the roadway.
- The continuation of decorative street lighting along Marshall Street (M-99).

Industrial Development

Support, encourage, and create conditions conducive to attracting desirable new business and industrial development in appropriate areas which are consistent with and maintain the City's quality of life.

Future industrial development should be located on the south side of the City, extending south of Herring Road, from the existing
industrial park.

- Guide the development of existing and future industries in order to prevent or limit the creation of neighboring incompatible land uses.
- Use screens or buffers where necessary to reduce conflicts between industrial areas and other land uses.
- Maintain and enhance partnerships between the City and the industrial park.

Transportation

Allow for the safe and efficient movement of people and goods throughout the City and provide for adequate ingress/egress routes from residential, commercial, and industrial areas for the purpose of public safety.

- Continue to appeal to the Michigan Department of Transportation for a traffic signal or 4-way stop in the Downtown at the intersection of M-49 and M-99.
- Identify and enforce the designation of truck routes in the interest of public safety, traffic flow, and to prevent deterioration of the transportation infrastructure.
- Encourage the development of a comprehensive system of walkways and bikeways as an alternative to automobile usage. The sidewalk improvement program should be maintained and the need for improvements in specific areas should be carefully monitored.
- Ensure that new/expanded development is served by adequate parking.

Parks and Recreation

Provide a comprehensive system of recreational facilities and programs that will serve the needs of the community as a joint effort among the City of Litchfield, the Litchfield School District, and other providers.

- Maintain and improve the City's park system.
- Implement and update the City's 5-year recreation plan on a regular basis.
- Analyze the need for improvements to the City Pool.
- Increase recreation programming for residents, including youth and senior citizen groups, incorporating both structured (e.g. leagues, instructional programs (e.g. arts and crafts) and unstructured (e.g. "drop-in" activities) programming).

The Environment

Protect the environment and maintain an adequate system of storm drainage.

Environmental/Historic Heritage

- Identify, assess, preserve, protect and enhance environmentally-sensitive areas, including floodplains, wetlands, wooded areas, open space, and other natural areas.
- Retain open space, wooded areas and other natural areas as buffers between neighborhoods and/or conflicting land uses.
- Continue to identify buildings and artifacts in the community that should be preserved to maintain Litchfield's heritage.

Storm Drainage

- The St. Joseph River and the Herring Drain, and their respective floodplain and floodway areas need to be protected from adverse drainage policies.
- In the site planning of large-scale developments, where there will be a significant increase in the amount of storm water runoff, such
 developments should be required to plan for control of storm drainage, through the use of detention ponds, retention areas, or other appropriate means.
- Adhere to and enforce flood insurance mapping and regulations for the City, in cooperation with the Federal Emergency Management Agency, the Michigan Department of Environmental Quality, and the Army Corps of Engineers.
- Identify areas in need of drainage improvement.
- Utilize innovative construction approaches for developments of significant size to limit adverse impact on the storm water drainage system.

Utilities

Provide an adequate water supply and distribution system and wastewater system which serve the domestic, recreational, commercial and fire protection needs of the community and coordinate with providers of electric, gas, and telecommunications services to assure the residents of the City the full benefits offered by these services.

- Coordinate with appropriate agencies to extend waterlines and sanitary sewer lines to unserved areas.
- Adhere to master plans and policies for the provision of water and wastewater services in the site approval process.

Evaluate the City's electric services contract and determine if a change should be made when the City's current contract with Consumers Power runs out.

Community Services

Promote the provision of adequate community services in Litchfield, including both facilities and programs, provided by the City and other appropriate providers in order to: maintain a safe and secure environment; promote senior citizen's activities, community education, and cultural activities; and maintain safe and adequate facilities for the removal, disposal, and reduction of solid waste.

- Maintain and continue to provide the leadership and professional support required to sustain the City's public safety efforts.
- Maintain and expand the City's existing recycling program.
- Expand services and programs for senior citizens, including accessible facilities, through appropriate providers.
- Support the development of community education efforts in coordination with Litchfield Community Schools and other providers.
- Provide cultural programs (e.g. Sweet Com Days) for all age groups as a joint effort among the City, the School District and other providers.

Zoning Code

• Utilize traditional and innovative zoning regulations and subdivision requirements to aid in achieving the Master Plan's goals.

Future Land Use Plan

The form and vitality of any community is defined largely by how its citizens see the way land is used and how that use relates to their daily life. As a result, the way we use our land is linked directly to the quality of life in the City of Litchfield. The Future Land Use Plan element of the Master Plan is designed to recognize existing development patterns, relevant demographic trends, and the City's Goals and Policies.

The Master Plan is not meant to be rigidly administered. Changing conditions may affect assumptions made when the document was adopted. If a principle upon which the Master Plan is based is found to no longer be valid, it is permissible for a zoning decision to differ from that part of the document. However, the Plan should be amended in the near future to accommodate that change.

Consistent use of the Master Plan is important. A document which is not actively followed and implemented may lead to future problems for the City. Failure to follow the Plan may help discredit any attempt to use the document as a defense for zoning decisions which may be challenged by property owners or developers.

Likewise, consistent and vigorous use of the Master Plan will lend credibility to the City's attempts to implement controversial decisions on rezonings and other zoning actions. While the courts of the State of Michigan do not recognize the absolute authority of the Master Plan, they do lend much more credibility to actions supported by careful planning than those which appear to be taken arbitrarily against an individual property owner.

It is critical that the Master Plan be read in its entirety. Rather than attempting to isolate individual statements that may appear to support one position or another regarding a planning and/or zoning decision, the City must consider the intent of the document as a whole. This requires a careful reading of the Plan to ensure that all of its considerations are included in the evaluation of any proposal.

As growth occurs it will also be necessary for the City to address challenging zoning issues. The need to provide flexibility, coupled with the City's desire to manage its growth, will create the need for innovative planning and zoning solutions.

Future Land Use Classifications

Future land use classifications in the City of Litchfield are grouped into a few broad categories: Residential, Commercial, Industrial, and Parks and Institutions.

Residential — The City envisions a pair of residential future land use categories which respect community character and needs as well as the form of existing development: Low Density Residential and Medium Density Residential.

- Low Density Residential Significant portions of the northern two-thirds of the City have been placed within the Low Density Residential classification. Single-family homes are the predominant use in this category, which includes most of Hawthorn Heights.
- Medium Density Residential Smaller but still significant portions of the northern two-thirds of the City have been placed within the Medium Density Residential classification. A variety of multi-family dwellings are the predominant uses in this category, which includes neighborhoods in the vicinity of Downtown Litchfield and the Marshall Street (M-99) highway commercial area to the northwest as well as a portion of Hawthorn Heights.

Commercial — Litchfield visualizes several commercial future land use categories which respect community character and needs as well as the form of existing development: Highway Commercial, Downtown Commercial, and Mixed Use.

Highway Commercial — Properties on both sides of Marshall Street (M-99), located in the northwestern portion of the City, have been
placed within the Highway Commercial classification. Auto-oriented businesses and other businesses which draw large groups of people
are the predominant uses in this category.

Downtown Commercial — Properties at the intersection of Marshall Street (M-99) and Anderson Street (M-49) comprise the Downtown
Commercial classification. Traditional downtown businesses and government buildings are the predominant uses in this category. Residential units are permitted on the upper floors of buildings.

• **Mixed Use** — The Litchfield Greens Golf Course, located in the northwestern corner of the City, comprises the proposed mixed-use area. A mix of multi-family residential buildings, offices, and retail businesses are envisioned as the predominant uses in this category.

Industrial — The City foresees a single industrial future land use category which respects community character, the form of existing development, and public services: Industrial.

• **Industrial** — Most of the properties in the southern third of the City have been placed within the Industrial classification which allows a mix of light and heavy industrial uses.

Parks and Institutions — Litchfield imagines a duo of park and institutional overlay land use categories which respect community needs as well as the adaptability of land: Parks and Institutions.

- Parks The City maintains various properties throughout the community whose sole use is parks and recreation, including Central Park,
 Firemen's Park, and the portion of the Nature Trail located in the abandoned railroad right-of-way. However, properties located primarily between the two branches of the St. Joseph River are also included in the park overlay land use category due to their environmental sensitivity.
- Institutions The various churches, schools, government-owned properties (e.g., the Litchfield DPW building in the industrial park), and other privately owned properties that are used for public purposes are identified as institutions. Portions of some of the institutional properties are also used as parks (e.g. the Litchfield Pool is located on the campus of the Litchfield Community Schools and a portion of the Nature Trail is located on property primarily used for the Litchfield DPW's Sewage Ponds).

Parks and Institutions are identified as overlay land use categories because they do not necessarily have analogous zoning districts. Therefore, it is important to identify the recommended underlying future land use category in case an existing park or institution ceases to exist or a planned park or institution is never established.

Zoning Plan

The Master Plan provides the legal basis for zoning in the City of Litchfield. Accordingly, the Plan is required to contain a special plan element, known commonly as the zoning plan, by Michigan's planning and zoning enabling acts. As noted in the *Michigan Planning Guidebook* (May 2008),"special plan elements are often prepared to establish a legal basis for a local regulation, such as a zoning plan to serve as the basis for zoning regulations."

The MPEA —the Michigan Planning Enabling Act (PA 33 of 2008), as amended— requires "a zoning plan for the various zoning districts controlling area, bulk, location, and use of buildings and premises" because The City of Litchfield has an adopted zoning ordinance (Sec. 33 (2) (d)). The MZEA —the Michigan Zoning Enabling Act (PA 110 of 2006), as amended— requires the planning commission to adopt and file with City Council "a zoning plan for the areas subject to zoning" in Litchfield (Sec. 305 (a)). Finally, the MPEA also requires the zoning plan to "include an explanation of how the land use categories on the future land use map relate to the districts on the zoning map" (Sec. 33 (2) (d)).

Zoning Districts

Section 1266.05 of the *Codified Ordinances of Litchfield Michigan* establishes and defines the following zoning districts (please see the Zoning Map):

Residential Districts (R-1 and R-2) — "The R-1 and R-2 Residential Districts are designed principally for residential use and are limited to dwellings and uses normally associated with residential neighborhoods. Commercial and industrial uses are excluded in order to reduce excessive noise, traffic and congestion."

Highway Business District (B-1) — "This District is intended to provide for various commercial establishments offering accommodations, supplies and services to local as well as through automobile and truck traffic. This District should be located along major thoroughfares and should encourage grouping of various facilities into centers and discourage dispersion and strip development of these activities."

General Business District (B-2) — "This District is intended to encompass retail, service and office establishments that form a Core Central Business District and which provide retail convenience and comparison goods and services for the trade area. The nature and high density and intensity of commercial and related uses in this District eliminate the necessity for lot and yard requirements. Only uses that are compatible in such a higher density environment should be encouraged."

Industrial District (I-1) — "This District is designed to provide suitable space for industrial uses, which are primarily of a manufacturing and assembling character, to operate in a safe, non-objectionable and efficient manner, without adverse effects on residential and commercial areas in the City."

Parks/Public Owned District (P-1) — "This District is intended to provide sufficient space for public recreational areas, public parks, public gardens, public playgrounds, public swimming pools, public beaches and other similar uses."

Dimensional Standards

Section 1266.07 of the *Codified Ordinances of Litchfield Michigan* contains the following schedule of regulations (i.e., area, yard, height, and bulk):

	Minimum	М					
Zoning District	Lot Area (Area Per Unit)	Lot Width	Front Yard	Each Side Yard	Rear yard	Maximum Height	Maximum Lot Coverage
R-1 Residential							
All uses served by public sewers	9,600 sq. ft.	80 ft.	20 ft.	10 ft.	35 ft.	35 ft.	25%
All uses not served by public sewers	15,000 sq. ft.	100 ft.	30 ft.	15 ft.	35 ft.	35 ft.	15 ft.
R-2 Residential							
Single-family dwellings	7,200 sq. ft.	60 ft.	20 ft.	10 ft.	30 ft.	25 ft.	25%
Two-family dwellings	10,000 sq. ft.	100 ft.	25 ft.	10 ft.	30 ft.	25 ft.	35 ft.

(continued)

	Minimum	M						
Zoning District	Lot Area (Area Per Unit)	Lot Width	Front Yard	Each Side Yard	Rear yard	Maximum Height	Maximum Lot Coverage	
Multiple-family dwellings	5,000 sq. ft., plus 4,000 sq. ft. for each 3 bedroom unit; 3,000 sq. ft. for each 2 bed- room unit and 1,000 sq. ft. for each I bedroom unit	100 ft.	30 ft.	20 ft.	40 ft.	30 ft.	35%	
Mobile Home Parks	3 acres	(a)	(a)	(a)	(a)	(a)	(a)	
Other Uses	N/A	N/A	25 ft.	10 ft.	30 ft.	25 ft.	35%	
B-1 Highway Businesses	N/A	N/A	50 ft.	0 ft.	30 ft.	30 ft.	40%	
B-2 General Businesses	N/A	N/A	0 ft.	0 ft.	0 ft.	35 ft.	70%	
I-1 Industrial	N/A	N/A	75 ft.	50 ft.	50 ft.	35 ft.	50%	
P-1 Parks/Public Owned	N/A	N/A	25 ft.	10 ft.	30 ft.	25. ft.	35%	

⁽a) See Section 1278.01

Rezoning Criteria

The most common zoning application of the Master Plan is during the rezoning process. Accordingly, a rezoning should be required to meet set criteria in order to be considered consistent with the Master Plan:

- Is the proposed rezoning consistent with the policies and uses proposed for that area in the City's Master Plan?
- Will all of the uses allowed under the proposed rezoning be compatible with other zones and uses in the surrounding area?
- Will any public services and facilities be significantly adversely impacted by a development or use allowed under the requested rezoning?
- Will the uses allowed under the proposed rezoning be equally or better suited to the area than uses allowed under the current zoning of the land?

Relationship to the Future Land Use Map

The remainder of this chapter equates the various zoning districts included on the zoning map with the various categories included on the future land use map.

Residential areas — The following residential areas are included on the future land use map:

- **Low-density residential areas** Low-density residential areas are addressed generally on the future land use map. The following zoning district equates to that area:
 - R-1 Residential District
- **Medium-density residential areas** Medium-density residential areas are addressed generally on the future land use map. The following zoning district equates to that area:
 - R-2 Residential District

Commercial areas — The following commercial areas are included on the future land use map:

- **Highway Commercial areas** Highway commercial areas are addressed in general on the future land use map. The following zoning district equates to that area:
 - o **B-1** Highway Commercial District
- **Downtown commercial area** The downtown commercial area is addressed generally on the future land use map. The following zoning district equates to that area:

o **B-2** — General Commercial District

Mixed use areas — The following mixed use area is included on the future land use map:

• **Mixed use area** — Mixed use areas are addressed generally on the future land use map. No current zoning district equates to that area

Industrial area — The following industrial area is included on the future land use map:

- **Industrial area** The industrial area is addressed generally on the future land use map. The following zoning district equates to that area:
 - o I-1 General Commercial District

Public overlay areas — The following public overlay areas are included on the future land use map:

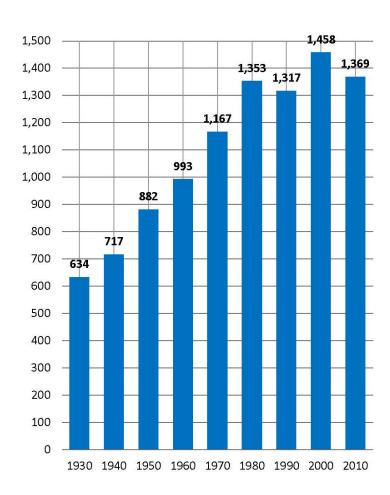
- **Park** Parks are addressed generally as overlay areas on the future land use map and are not intended to equate to any zoning district. However, the following zoning district currently equates to that area:
 - o **P-1** Parks/Public Owned District
- **Institution** Institutions are addressed generally as overlay areas on the future land use map and are not intended to equate to any zoning district. However, the following zoning district currently equates to that area:
 - o **P-1** Parks/Public Owned District



APPENDIX A **DEMOGRAPHICS**

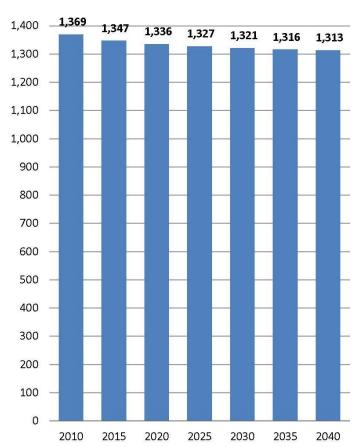
Population History

- The City was home to 1,369 people in 2010 according to the U.S. Census
- The adjacent figure shows:
 - o 13.1% growth during the 1930s
 - o 23.0% growth during the 1940s
 - 12.6% growth during the 1950s
 - o 17.5% growth during the 1960s
 - o 15.9% growth during the 1970s
 - o -2.7% growth during the 1980s
 - o 10.7% growth during the 1990s
 - o -6.1% growth during the 2000s
- The City comprised 43.3% of the Litchfield Area (i.e., the City and Township) in 1930 and 57.7% of the Area in 2010



Population Projections

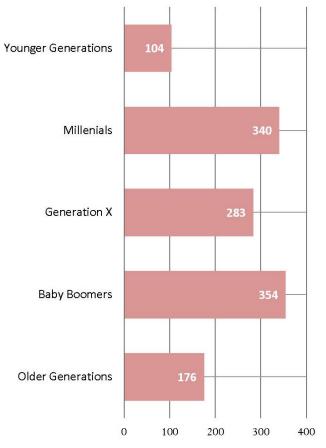
- The population projections utilized in this plan were developed for the Jackson Area Comprehensive Transportation Study (JACTS)
 - The 2040 projections are grounded on historic census trends and Regional Economic Models Inc. (REMI) forecasts
 - REMI data is based upon Cohort Survival methodology and local factors and input
 - The projections are then "straight-lined" in 5-year increments between 2010 and 2040
- Utilizing that information, it is reasonable to expect that:
 - The population of the City will decrease 4.1% by 2040
 - The 2015 population for the Township is projected to be 1,347 residents
 - The 2035 population is projected to be 1,313



American Community Survey (ACS)

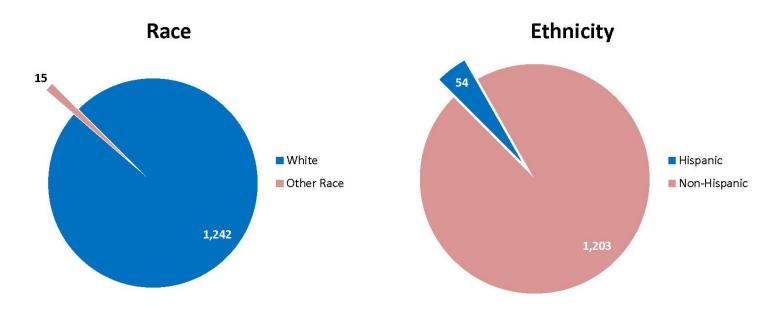
- The use of estimates provided by the U.S. Census Bureau's American Community Survey (ACS) provides more up-to-date demographics than the decennial census
- Reporting jurisdictions the size of the City of Litchfield are provided five-year average estimates on a regular basis
- The reporting period available and utilized for this plan is 2010-2014

Age & Gender: 2010-2014



- The estimated median age of City of Litchfield residents was low when compared to the county and state median ages
 - 38.7 years for City residents (please see the ACS note)
 - 41.7 years for Hillsdale County residents
 - o 39.3 years for Michigan residents
- The adjacent figure illustrates the City of Litchfield's estimated generations:
 - 28.2% 'Baby boomers' (people 45-64 in 2010)
 - 27.0% 'Millennials' (people 5-24 in 2010)
 - 22.5% 'Generation X' (people 25-44 in 2010)
 - 14.0% Older generations (people ≥65 in 2010)
 - 8.3% The younger generation (people <5 in 2010)
- Finally, it is estimated that females comprised
 53.1% of the City's population

Race & Ethnicity: 2010-2014



The population of the City of Litchfield is homogenous with few racial and ethnic minorities

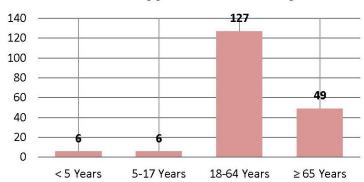
- An estimated 98.8% of the City's population was white
- An estimated 4.3% of the City's residents considered themselves Hispanic

Disabilities: 2010-2014

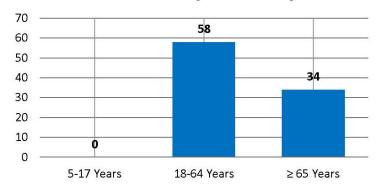
Disabled residents are a significant component of the City of Litchfield's population

- An estimated 15.0% of City residents were disabled
- <5 years</p>
 - An estimated 5.8% were disabled
- 5-17 years
 - An estimated 3.4% were disabled
 - An estimated 0.0% had an ambulatory disability
- 18-64 years
 - o An estimated 15.9% were disabled
 - An estimated 7.2% had an ambulatory disability
- ≥65 years
 - An estimated 27.8% were disabled
 - An estimated 19.3% had an ambulatory disability

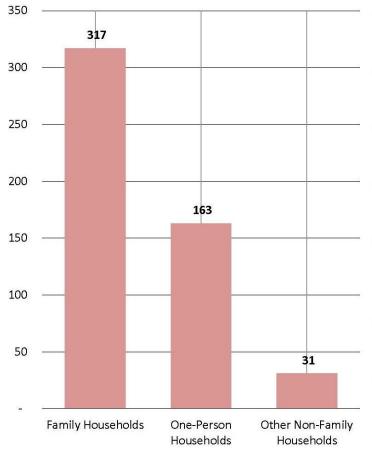
Some Type of Disability



Ambulatory Disability



Households & Families: 2010-2014



- Most people live in the estimated 511 City of Litchfield households
- Families comprised an estimated 62.0% of households
- An estimated 31.9% of households were comprised of a single person
- Other non-family households comprised the remaining estimated 6.1% of households
- Estimated average household and family size was 2.44 people and 3.12 people, respectively (please see the ACS note)
- There were an estimated 0 seasonal or occasional homes (i.e., households)
- Group quarters (e.g., nursing homes, etc.)
 were home to an estimated 8 people

Household & Family Income: 2010-2014



Estimated household income:

- \circ < \$15,000 21.5%
- \$15,000-\$34,999 28.2%
- \$35,000-\$74,999 33.7%
- \$75,000-\$149,999 15.5%
- \$150,000-\$199,999 1.2%
- Median & Mean \$35,170 & \$42,395, respectively (please see the ACS note)

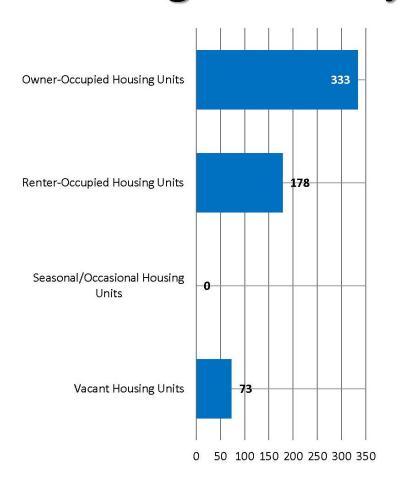
• Estimated family income:

- < \$15,000 − 12.9%
- \$15,000-\$44,999 27.1%
- \$35,000-\$74,999 38.2%
- \$150,000-\$199,999 1.9%
- Median & Mean \$44,464 & \$50,329, respectively (please see the ACS note)

Estimated per capita income:

Township — \$18,010 (please see the ACS note)

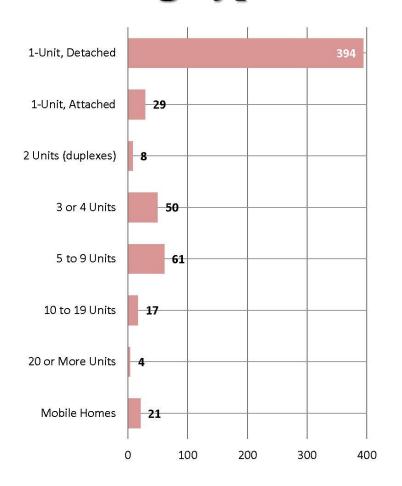
Dwellings & Vacancy Rates: 2010-2014



The City of Litchfield had an estimated 584 dwelling units

- An estimated 87.5% of those dwellings were occupied
 - An estimated 65.2% of those dwellings were owner-occupied
 - An estimated 34.8% of those dwellings were renter-occupied
- An estimated 12.5% of those dwellings were vacant
 - An estimated 0.0% of those dwellings were only used seasonally or occasionally
 - An estimated 100.0% of those dwellings were vacant

Housing Types: 2010-2014



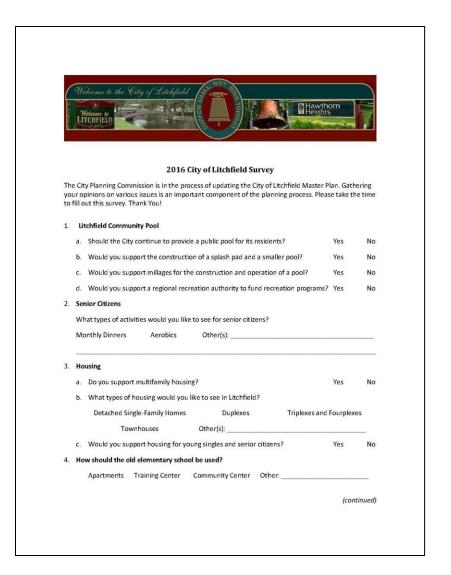
The City of Litchfield had an estimated 584 dwelling units

- An estimated 92.2% of dwellings were single units
 - An estimated 92.2% of dwellings were detached single units
- An estimated 5.5% of dwellings were in multi-unit buildings
 - An estimated 4.3% of dwellings were in duplexes
 - An estimated 1.3% of dwellings were in 3-4 unit buildings
- An estimated 2.3% of dwellings were mobile homes



APPENDIX B

2016 CITY OF LITCHFIELD SURVEY



	15 15							
6.	What is your	household i	income?					
	< \$15,000	\$15,000-\$	34,999	\$35,000-\$74,9	99 \$75,00	00-\$149,999	\$150,000	-\$199,999
7.	What is your	age group?						
	18-24	25-34	35-44	45-54	55-64	65-74	75-84	85+
8.	What is the	status of yo	ur resider	ntial dwelling?			Ov	wn Rent
9.	Are you employed in the City of Litchfield? Yes No							
10.	. What industry do you work in?							
	Agricultural Commercial Service Industrial Government					mental		
11.	How many p	Two	e in your I Three		Five	Six	Me	ore than Six
	ink you for tal il your survey			t this survey. Ple y to City Hall.	ase use the e	enclosed post	tage paid en	velope to

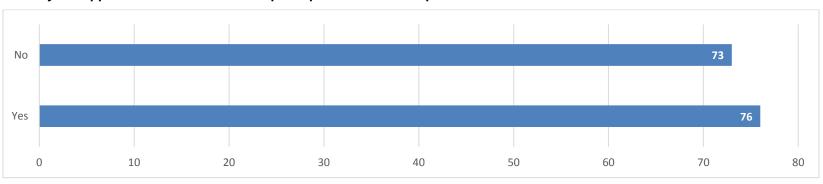
1. Litchfield Community Pool

a. Should the City continue to provide a public pool for its residents?



When asked if the city should continue to provide a public pool for its residents, 83% of responses (n=153) were 'yes' while only 17% were 'no'.

b. Would you support the construction of a splash pad and a smaller pool?



When asked if they would support the construction of a splash pad and a smaller pool, 51% of responses (n=149) were 'yes' while 49% were 'no'.

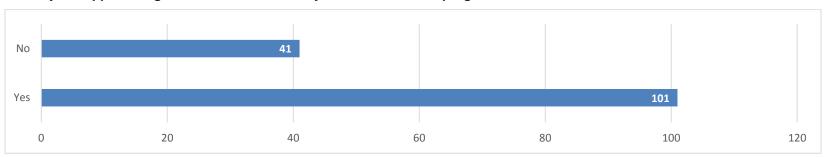
c. Would you support millages for the construction and operation of a pool?



When asked if they would support millages for the construction and operation of a pool, 62% of responses (n=149) were 'yes' while 38% were 'no'. There were several comments associated with the question:

- No would not support construction. Yes would support current operation of a pool.
- Don't you already have a millage?
- Only operate pool.
- If golf course gets sold & TIFA gets none of the millage, we would vote for it.

d. Would you support a regional recreation authority to fund recreation programs?

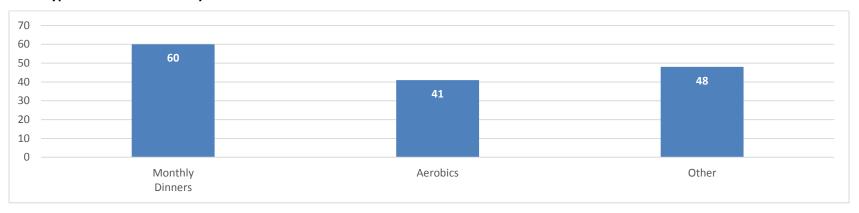


When asked if they would support a regional recreation authority to fund recreation programs, 71% of responses (n=142) were 'yes' while only 29% were 'no'. There was one comment associated with the question:

• The pool gets abused close it down!

2. Senior Citizens

What types of activities would you like to see for senior citizens?



When asked what type of activities would you like to see for senior citizens, 40% of responses (n=149) were 'monthly dinners', 28% were 'aerobics', and 32% were 'other' (see below):

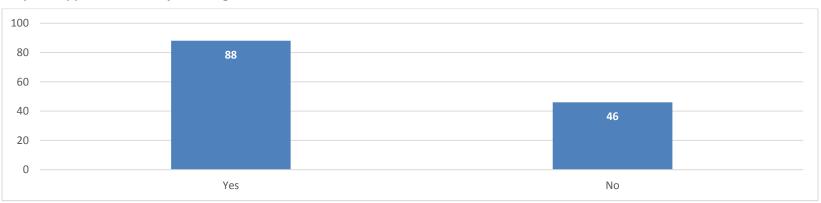
- Adult education, arts, computers, gardening, art welding, student mentoring
- Bingo
- Exercise, dancing and other activities
- Transit
- Games, crafts, whatever keeps them active
- Use senior center activities already in place
- A place to talk and communicate, etc.
- Open up school for walking in winter
- Bingo, other social activities
- Weekly meals, bingo
- Some activities, bingo, etc.
- Computer classes

- Every other month have a fireplace sit down where they talk about their day, community YouTube
- Summer swim exercises but not in a cold pool
- Walking club
- Game night, bake sales
- Walking paths hard surface wide enough for bikes going both ways on both sides of the river from the park downtown to the dam of the mill pond; mini classes from 1-4 sessions; interest groups ie. Cards, music, autos, computers, knitting, etc.
- As many things as possible
- Nothing they wouldn't come anyway
- Craft day, bingo, interaction with children (possibly reading)
- Why just "senior" citizens, what about the rest of us? Who is going to pay for this?
- Reopen nursing home
- Fun day, games, etc., social time
- Food, exercise & recreation
- Fellowship/Wheelchair accesses & transport
- Lower taxes
- Crafts, movie day/night
- Craft classes
- Chair yoga
- Pool aerobics/exercise class
- I don't know. We need youth activities as well.
- Doing fine just as it is
- Bingo
- Card games, something where single seniors can meet other single seniors
- Karoke, gym, bingo, dance classes
- Dancing classes/club
- Card tournaments
- Bingo (everyone)
- Card games, bingo

- Bingo, cornhole games, seniors interacting with youth
- Bingo
- Land & Water Aerobics, Classes, Crafts, Computers, Painting, Floral Arrangements & Horticulture, Drama, Cardio Drumming, Line Dancing
- Social gatherings bingo, card playing, coffee hour, etc.
- Safe bike path/walking path, fitness center
- Bingo, movie night, dinners
- More tables at the pool site for people can sit at and watch everybody and/or the little kids that are in the pool
- Any activities that include social interaction & reduce isolation
- Potluck dinner, movie

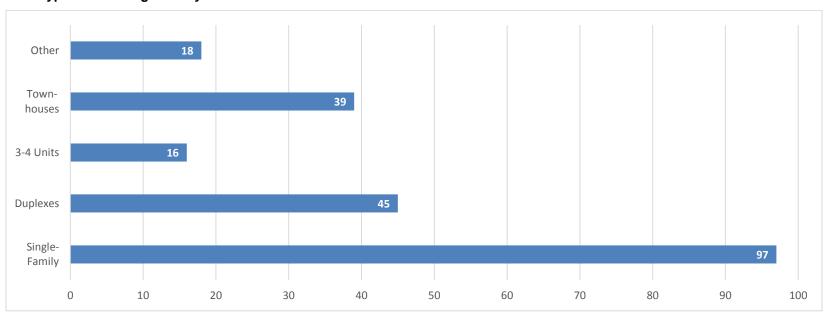
3. Housing

a. Do you support multifamily housing?



When asked if they support multifamily housing, 66% of responses (n=134) were 'yes' while 34% were 'no'.

b. What types of housing would you like to see in Litchfield?

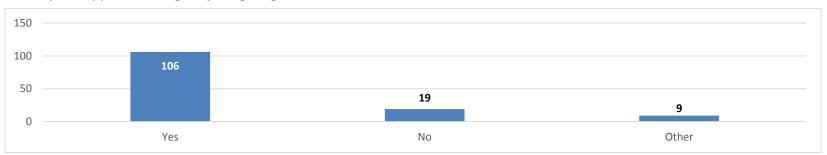


When asked what types of housing would you like to see in Litchfield, 45% of responses (n=215) were 'single-family', 21% were 'duplexes', 7% were '3-4 units', 18% were 'townhouses', and 8% were 'other' (see below):

- Nice mobile home park
- More condos
- Affordable, nicely maintained trailer park
- No low income housing
- Apartments
- When you have apartments all they are is young people on dope.
- Apartment complexes
- Earthships
- Low income apartments

- Condos
- We seem to have single housing vacant!
- Full houses/no more empty ones
- Less expensive than we have
- All based on income
- Please no more subsidized housing other than seniors
- Apartment building
- People should by their own
- Trailer park

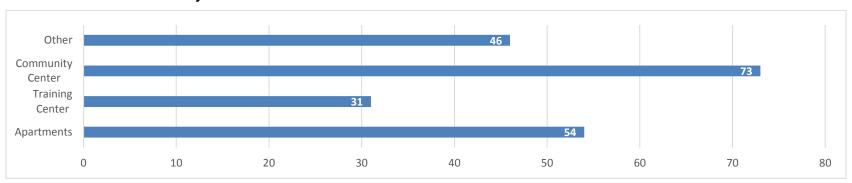
c. Would you support housing for young singles and senior citizens?



When asked if you support housing for singles and senior citizens, 79% of responses (n=134) were 'yes', only 14% were 'no', and 7% were 'other' (see below):

- · Seniors yes, singles no
- Seniors yes, singles no

4. How should the old elementary school be used?



When asked how the old elementary school should be used, 26% of responses (n=204) were 'apartments', 15% were 'training center', 36% were 'community center' and 23% were 'other' (see below):

- Any of them so it could be saved
- Community Center after tearing down & total new construction
- Offices, Fitness center
- Demolished. Sold for individual lots.
- Destroy. School issue should not be discussing at city level.
- Tear it down
- Apartments for senior citizens, not income based
- Police department
- Tear it down
- Torn down if apartments or community center can't be done
- Tear it down
- New park for kids
- There is mold in it.
- Sad to say but should just be torn down. Can smell it when you walk by.
- Torn down
- Combination of training center & community center. Training Center-computers, auto certification, book work, office work, farming classes; Community Center-use the gym basketball, dancing and volleyball, movie nights, interest groups, craft classes, sport teams

- School or nothing
- Anything, but the mold, musty smell is terrible so a lot of money would have to be put into it. I would hate to have it torn down but sometimes we just have to move on.
- Demolition/Community park
- Not the city's problem
- Fitness center for all ages
- "Prepper" station; train for better jobs, environmental friendliness, etc.; community center for collective activities & more community independence; "prepper" by community collecting and distributing of food storage and goods in case of economic turmoil
- Senior housing
- Store
- Demo
- Tear it down the building's infrastructure makes it useless
- Rec Center/Gym/Teen something
- Library
- Not sure
- Income based apartments
- Apartments for seniors
- · Some place for seniors to get together
- Gym for all ages, dance classes offered too
- Mixed feelings. I like the community/youth center idea, a place to keep kids off the streets
- Tear down the long part
- Demolish
- Anything
- It's full of mold
- Any useful activity
- Any just not left vacant any longer
- Tear it down
- Don't let it be wasted
- Tear it down
- Senior classes
- A place where kids can go to and do activities or do homework or just hang out and play with others
- Any instead of falling apart & being an eye sore. Should have done something with it a long time ago

5. Please provide any additional comments you would like to make (n=54):

• I have rarely used the pool, but highly support maintaining or replacing it and a splash park. Youth really enjoy the pool and they deserve an inexpensive way to exercise and enjoy the outdoor activity.

- How do I get to use the weight room that my tax money goes towards the school? My kids like play basketball how can we get in the gym?
- We have too many empty buildings in our city. We need to try to get more business in town, people that would come and be proud to call Litchfield home. We are proud to be here.
- Wedding receptions, office space, fitness center, senior citizens meeting
- Pool is the best recreational tool we have, support it.
- Do need more activities for young people. May help keep them in Litchfield schools. The population in Litchfield is older. Need creative activities for seniors. Lower taxes & water rates could attract new residences.
- Community/youth center have been promised in the past. None were successful. Make old school community center for all ages, and come thru with promise.
- The pool & availability/use of the school was/is a determining factor in my decision to buy a home in Litchfield.
- Multi-family housing would most likely lead to more illegal drugs in the city. Alas more disturbances due to fights among the residence
 in those types of housing.
- If pool stays open, need to hire better lifeguards and HEAT the pool. Not enjoyable when it's freezing cold.
- When people go to college they live in dorms. When people go to the army they live in barracks. When you walk around the business
 district, there is a gas meter installed for nearly all upstairs apartments. Nobody working shop jobs in the industrial park or Rakers can
 afford a home in Hawthorn Heights.
- I. Would like to see out houses in the park updated.
- I'd love to see improvement as stated on this survey, but how about fixing roads in Hawthorn Heights and turn on lights so people can walk (Sycamore St, Cherry St.)
- I think the pool is an important part of Litchfield and although I have never used it, I know of many families that find it an integral part of their family life. I am new to Litchfield, but I love it here & hope to spend the balance of my life here.
- As a single middle aged person renting, the rent is so very high, all the apartments here are for low income.
- Not such high water-sewage bills for senior citizens
- Why would you consider a millage for the pool when we are throwing major money away on the golf course? If we cannot take care of
 what we have (i.e., The pool) whose brilliant idea was it to go into the golf course business? TIFA needs to be dissolved and the money they capture (steal) should be used to the benefit of the citizens of Litchfield. Help the library as the TIFA board promised. Help the
 school, screw TIFA
- Fund raisers to support the pool, then renters and those living outside city limits would also support financing.

• Litchfield had a very hot summer and yet by the numbers mentioned in "The Index" paper there was 30% occupancy of the pool. To continue to keep the pool operating, the repairs that need to happen would be astronomical, therefore I would like to see the pool dismantled or filled in. Times have changed and if there is going to be a program for enjoyment/pleasure, I believe it should be something that would be "low maintenance" and useable more than a couple of seasons a year. So I would suggest in it's place to seriously consider a paved Bike Trail that could run from the Fireman's Park to the dam (near the Litchfield Township Hall) then follow the "K-5 run" around the pond. There are many other directions you could go to reach 3.5 to 4 mile trail. Plus it would be user friendly for those in wheelchairs, bike cyclists, walkers, etc., and it would be low maintenance with parking available at both the Park and the Township Hall. Good outdoor exercise for the entire family for at least 3 seasons (and possibly 4) out of the year. Examples: BawBeese Lake/Hillsdale Trail & Concord/Jackson trail

- Tax payers are tired of supporting wellfare. Us that work pay taxes, they don't pay anything therefore they shouldn't have a say so in anything that the tax payers support. And they shouldn't be able to vote.
- Can anything be done about the Amish horses pooping everywhere? Doesn't look so good when you drive thru town. Also, not too great to have to drive thru to get to your own garage. Thought there was an ordinance.
- As to just moving here, I found that there are too many pedophiles living in such a small town. Which makes the community unsafe for our children. As to the pool, with CSC offenders living a block, couple blocks away then why have a pool for children and also adults.
 We're supposed to be a community of keeping our children safe.
- It's a mold infested building. It's almost worthless as our school's principal.
- Plow sidewalks. Add sidewalks and finish those that end. Add beauty to the city ie. Take orders for redbud trees bought in bulk, flowers/bulbs bought in bulk residents may choose colors for their street (bonding of neighbors) Encourage street parties once a summer. Tear down apts. (blue out of town) which are in poor condition & require police time drugs, fighting.
- The city does need to have a place for large reception/family get togethers (bigger than the golf course) but there would need to be a lot of renovation to do that as well. Laundry mat needed.
- More business stores, groceries, pharmacy/drug store, dry good store
- We already have senior housing at Riverside. We have apartments for reduced income families. The pool needs to be updated with a new heater unit. You could add a splash pad & smaller pool if you can take care of what we have now. The pool is too cold for seniors unless it has been 90 degrees for 4 or 5 days in a row. I would like to see the pool we have updated and heater fixed, bathrooms and showers cleaned up. If it takes a millage then ask for it.
- I think the community as a whole should have a YouTube channel for local talent, character stories, community outreach & educating on positive outcomes of growing and making our own food. Make own bread is \$200 savings per person with 500 people equals \$100,000 community savings. Striving to buy new money saving or making technologies like wind mills, solar panels, 3D printers and farmbot and money to be made in comparison if go to school specifically engineering and teaching and now it could help if added income would stay in the City of Litchfield.
- Put additional resources into repairing the streets. My street has many pot holes and haven't been patched this year!

• Don't think it is feasible. Most people who work here drive from their home. There are plenty of homes & condos in Litchfield on the market in the city & area. Litchfield is the highest taxed property in the county! We don't need to have it raised anymore!

- The address for construction of Mill St. was misrepresented as the building is actually on Clay St. We are very displeased about this as there are children at play on this street all the time and the added traffic is a major concern.
- City residents should not be subsidizing the pool funding for non-resident use. I grew up in a community with a pool. Non-residents paid almost double for pool use, although they did receive a discount for a season membership. Some years back the pool was enclosed and now is used year round. Due to the state of the elementary school, if a private investor were to purchase the building apartments would be great. But no taxes/millage should be used, otherwise the building should be demolished.
- I love living in Litchfield, lived in Hillsdale, Texas, Oklahoma, Virginia. Litchfield is a very clean town, people are friendly. Plan on spending rest of life here!
- I would like to have senior citizen activities available to disabled persons as well.
- It would be nice to have some sort of gym where all ages could become a member to work out & maintain health. I think that's very important as obesity seems to rising in adults & children. I would like to see a place where school aged children can go to where different activities took place to help kids stay focused on positive things.
- I would love to see the pool heated all summer, rather just in June. I think more people would come if heated. They could enjoy it much more.
- Need 1 extra light on Mill Street and Clay Street closer to the blue apartments and the new building the city built. The road is to dark when there is a walker every night walking their dog. Also a slow children playing signs on both streets too
- I'm not sure why all 3 city workers ride together, regularly. For being "short staffed" it doesn't make much sense to not divide & conquer? Seems to be a lot of screwing around and not much actual work getting done. Everyone sees it so...It all starts at the top.
- It seems there are a lot of areas for seniors to join in if they want to. Maybe when the library is finished and they are moved in there will be places, quiet, with chairs to sit & read or a room for special meeting old & young. Maybe a small area where older people can get coffee & enjoy themselves.
- Litchfield Senior Center is a big joke ran by a selfish bully that makes them all sit in certain seats only. They play bingo for pennies no prizes at all. No flowers, no diabetes snacks, no arts and crafts, no sound on the tv except when Shelia wants it. Can't sit at card table unless for bingo. Needs a new leader with a feel for other than herself and her friends. She steals our community. She asks for our shopping receipts.
- The city should get out of the golf course business. If you don't have money to throw away, stop using tax money. Hire Hitler to run the city it would be an improvement.
- It would be nice to receive newsletters or bulletins on what is available and going on in Litchfield.
- The blue house across from Luigi's should be tore down and put a parking lot in there for sweet corn days and when the fire department has their breakfasts. That house should be condemned.
- If it possible could we look to other community's to help pay for the pool operation.

2016 City of Litchfield Survey

- I would like to see a bus route in Litchfield as there are no cabs or buses here to get anywhere to go to Hillsdale
- Adding on additional housing could be proactive with the upcoming expansion of Brembo, the building of Clemens foods. Bring those families to Litchfield for their housing needs.
- Consider moving Sweet Corn Days up to the school we feel its dangerous for the children
- Need drivers for church or store visits or doctor appointments
- The City needs to support the Litchfield Schools more.
- Sell golf course. No city money or help should go to maintain golf course. Hawthorn Heights roads are crumbling. Should be fixed before maintaining golf course. Sell it to farmers if it can't be sold as golf course. TIFA needs to be gone! Sidewalks are falling apart in areas in town. Drains need to be unplugged where floods occur.
- · Laundry mat, drug store
- I would like to see more activities for our kids. Maybe a bike path or lane to the pool. See if school would get involved in having open gym seasons for grad school sports, or movie night for families, at the school or drive in movies during summer. Tax breaks for businesses trying to improve there property values. Our city workers do a great job taking care of the residents. Hats off to all of them.
- Ice skating rink on old tennis court. Keep kids busy instead of being in trouble. Soccer team/place to ride skateboards/street dances.

 "Nice" craft show when Santa comes to town (example Santa's Bag in Marshall). This town could do so much more not just Sweet

 Corn Days. Look at all the people that come to sweet corn days. Let's put our city on map in huge letters that we could be famous for.
- They need to put up a slide in the pool so the little kids can have something to do when they are in the pool cause all they do is play in the water and the little bit of pool toys they have. I think they also need to put more things for them to play with when they are at the pool in the summer months and they also need to put some tables out by the pool so people can sit on when they go out of the pool to smoke, eat or drink. Oh by the way they need to lower the cost of the pool pass cause its too high for people who are on disability.

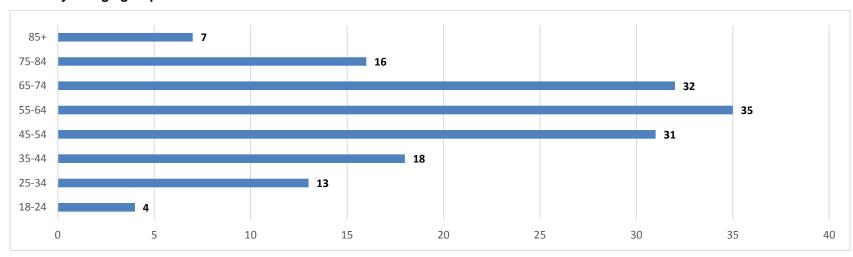
6. What is your household income?



When asked what is your household income, 14% of responses (n=137) were '<\$15,000', 27% were '\$15,000-\$34,999', 39% were '\$35,000-\$74,999' 20% were '\$75,000-\$149,999' and 1% were '\$150,000-\$199,999'.

2016 City of Litchfield Survey

7. What is your age group?



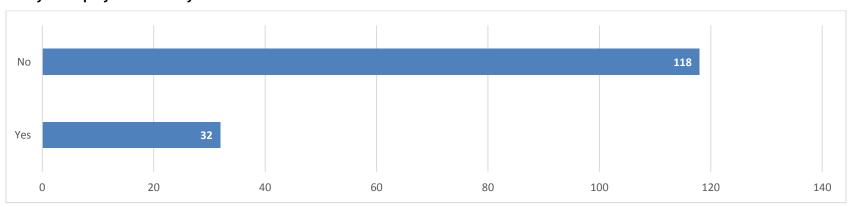
When asked what is your age group, 3% of responses (n=156) were '18-24', 8% were '25-34', 12% were '35-44', 20% were '45-54', 22% were '55-64', 21% were '65-74', 10% were '75-84', and 4% were '85+'.

8. What is the status of your residential dwelling?



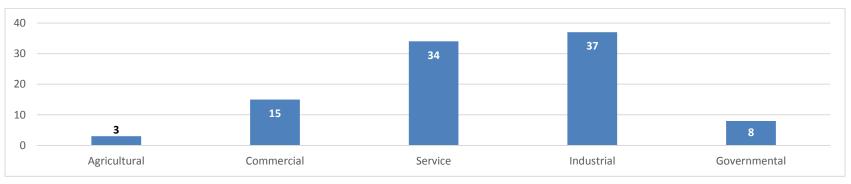
When asked what is the status of your residential dwelling, 85% of responses (n=147) were 'own' while only 16% were 'rent'.

9. Are you employed in the City of Litchfield?



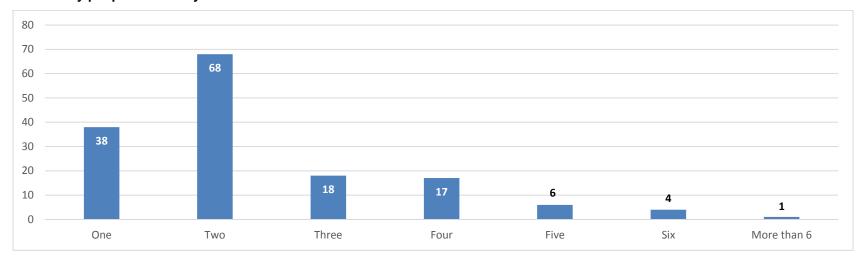
When asked are you employed in the City of Litchfield, only 21% of responses (n=150) were 'yes' while 79% were 'no'.

10. What industry do you work in?



When asked what industry do you work in, 3% of responses (n=97) were 'agricultural', 15% were 'commercial', 35% were 'service', 38% were 'industrial', and 8% were 'governmental'.

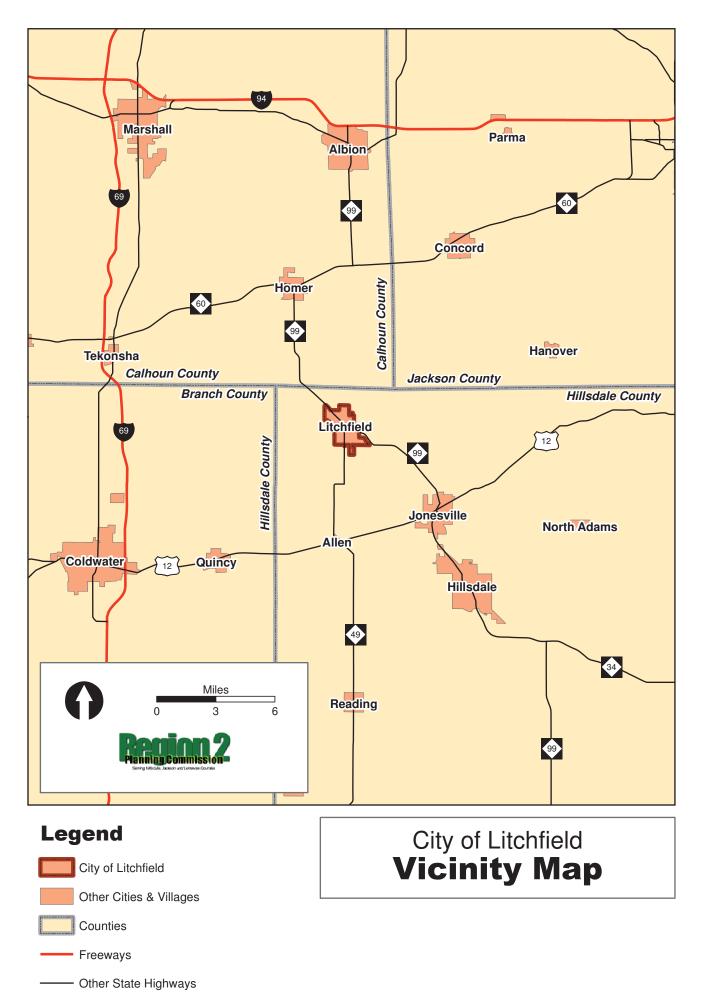
11. How many people reside in your household?

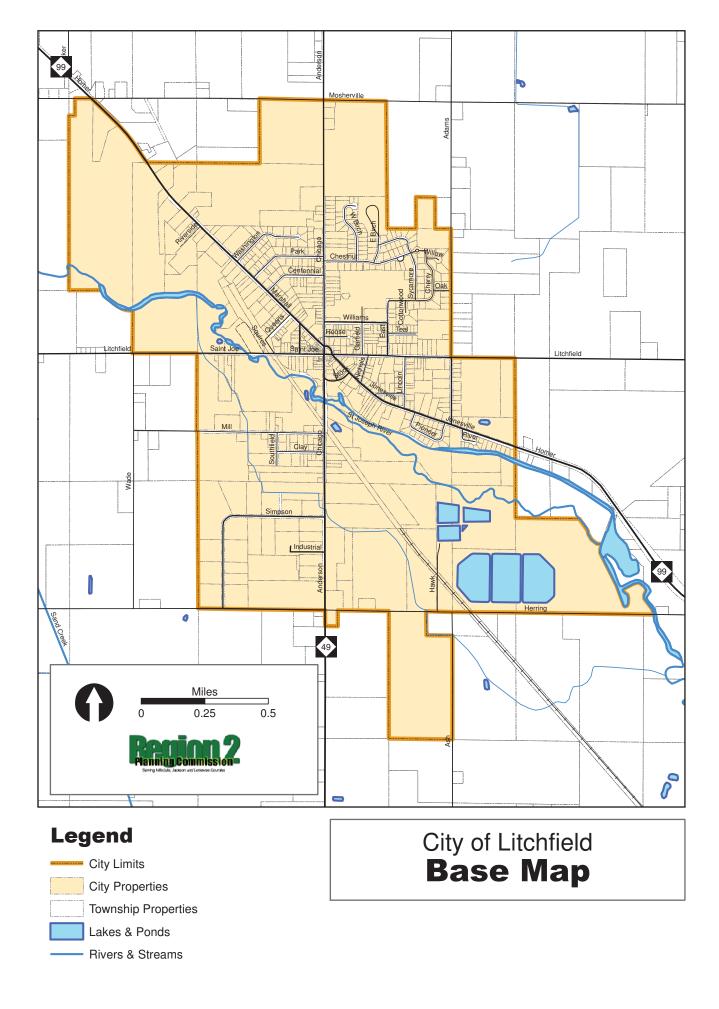


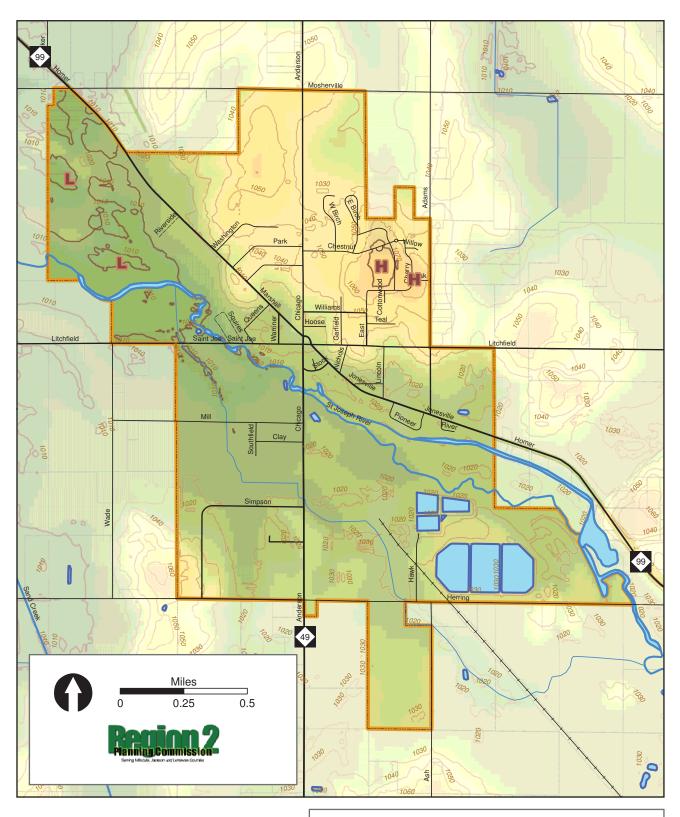
When asked how many people reside in your household, 25% of responses (n=152) were 'one', 45% were 'two', 12% were 'three', 11% were 'four', 4% were 'five', 3% were 'six', and 1% were 'more than 6'.



APPENDIX C MAPS







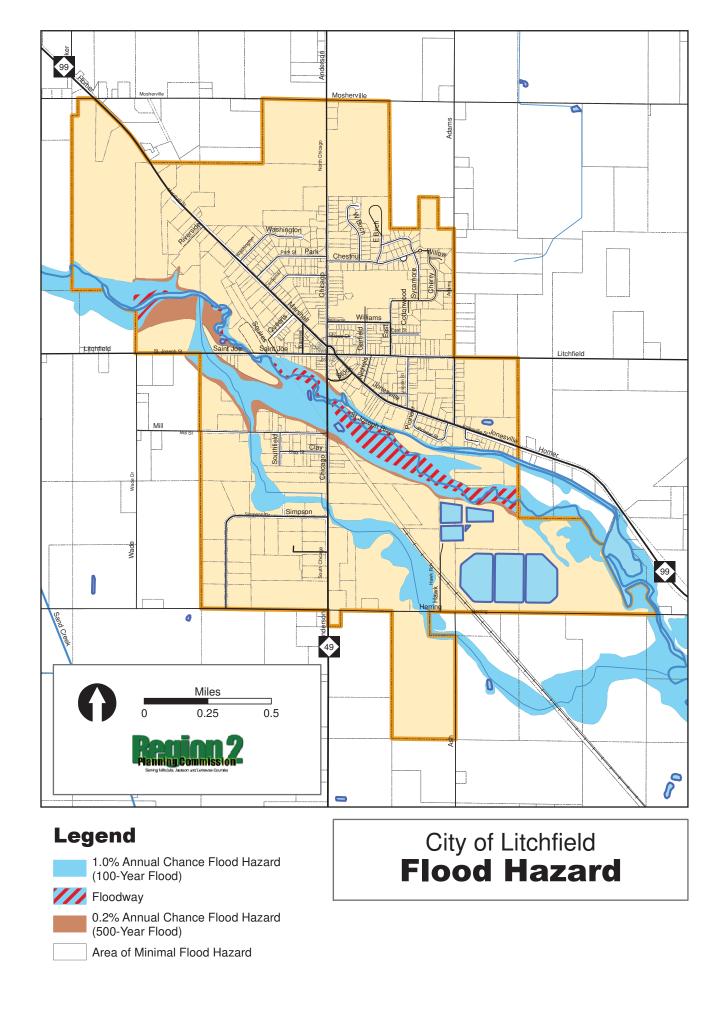
Legend

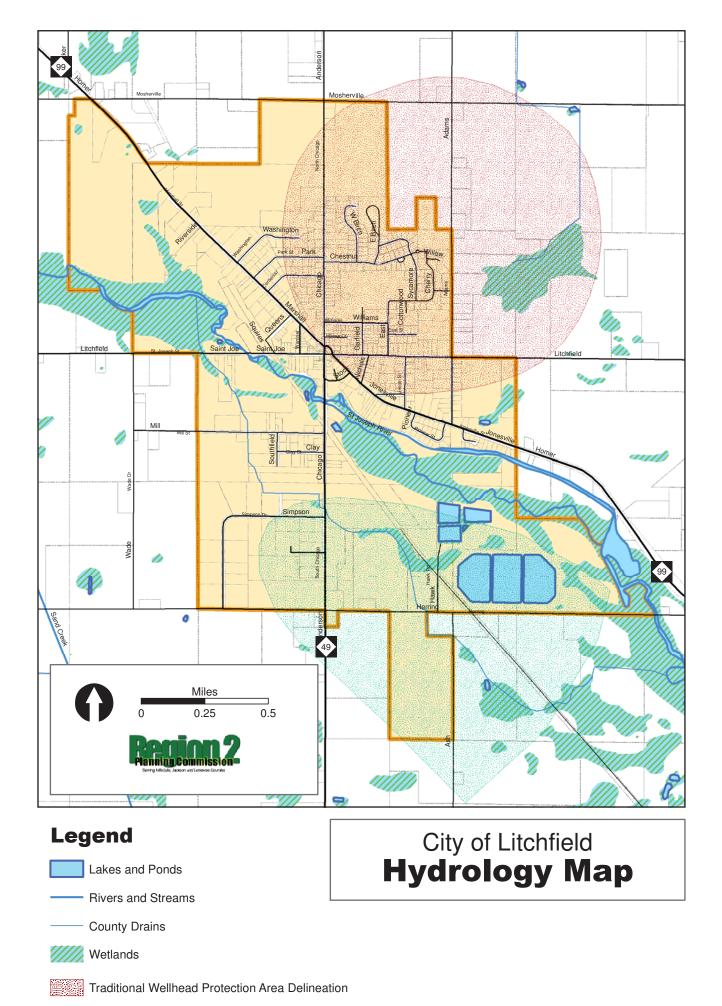
10-Foot Contour Lines

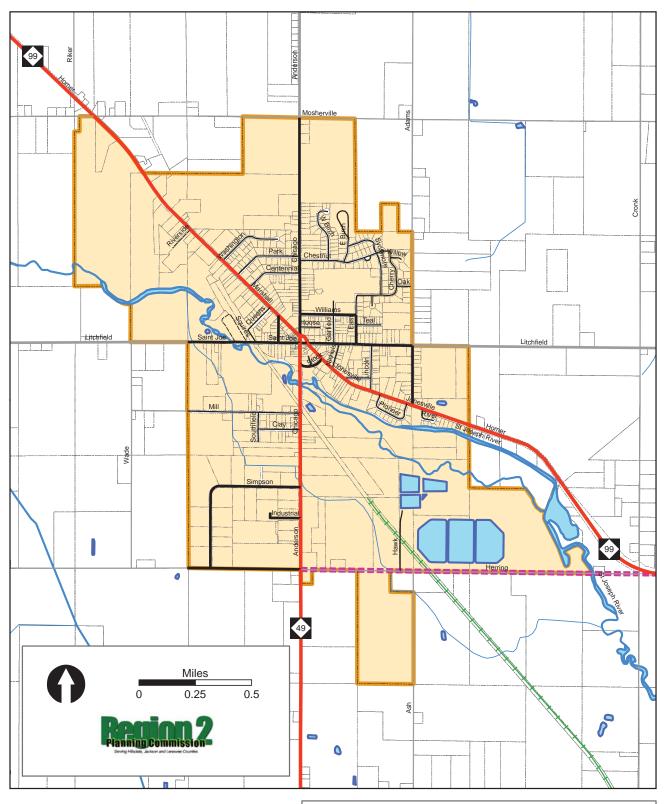
_____ 1,070 Feet Above Sea Level

____ 1,010 Feet Above Sea Level

City of Litchfield **Topography**







Legend

State Highways

City Major Streets

--- City Minor Streets

County Primary Roads

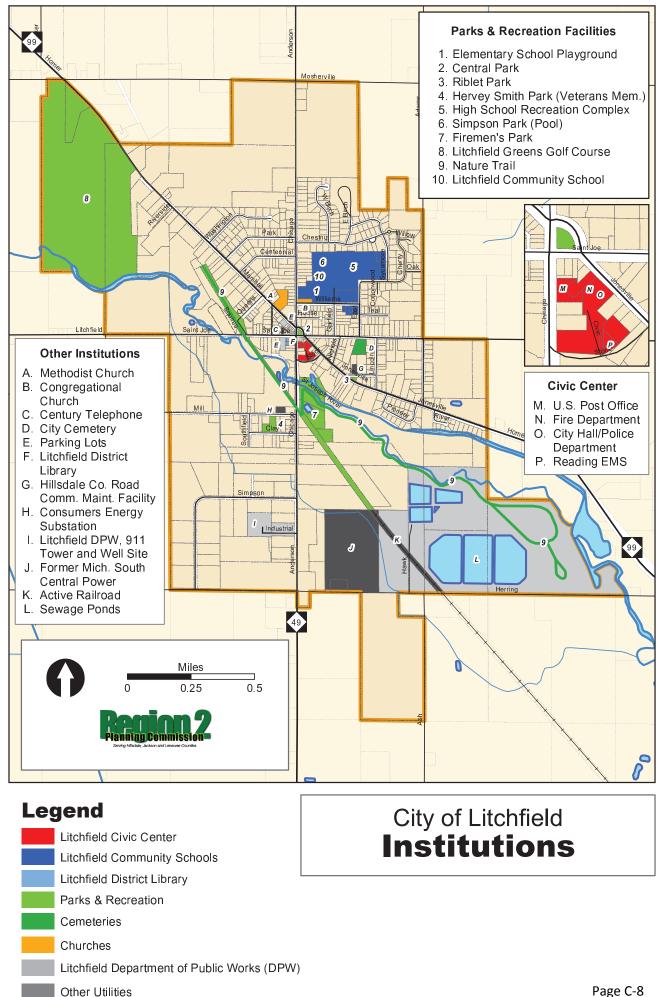
County Local Roads

---- Private Streets/Roads

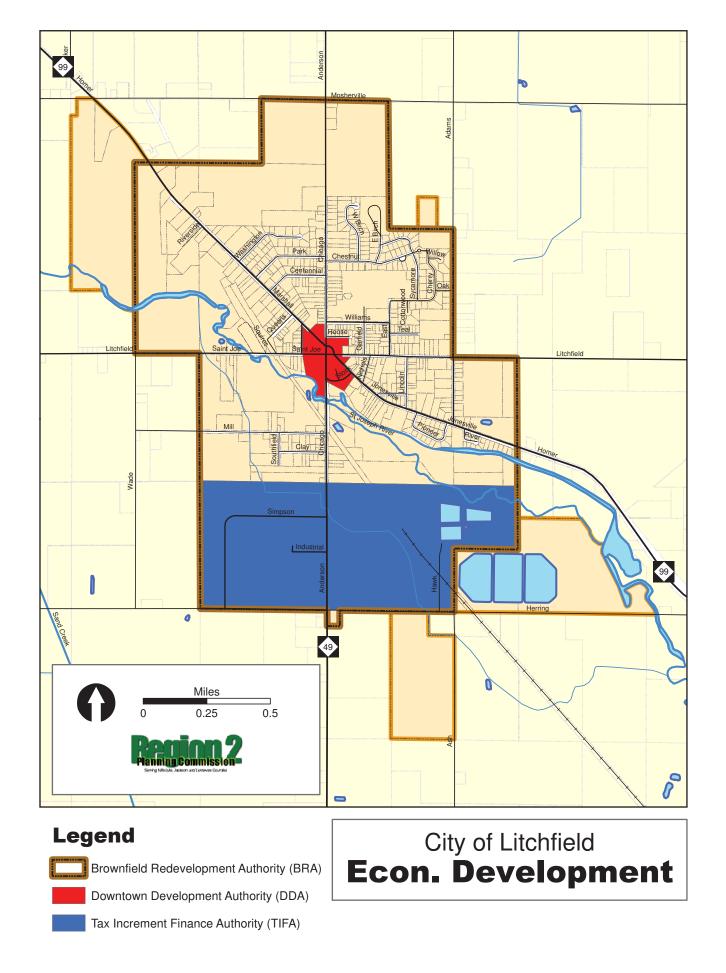
■■■ Proposed Truck Bypass

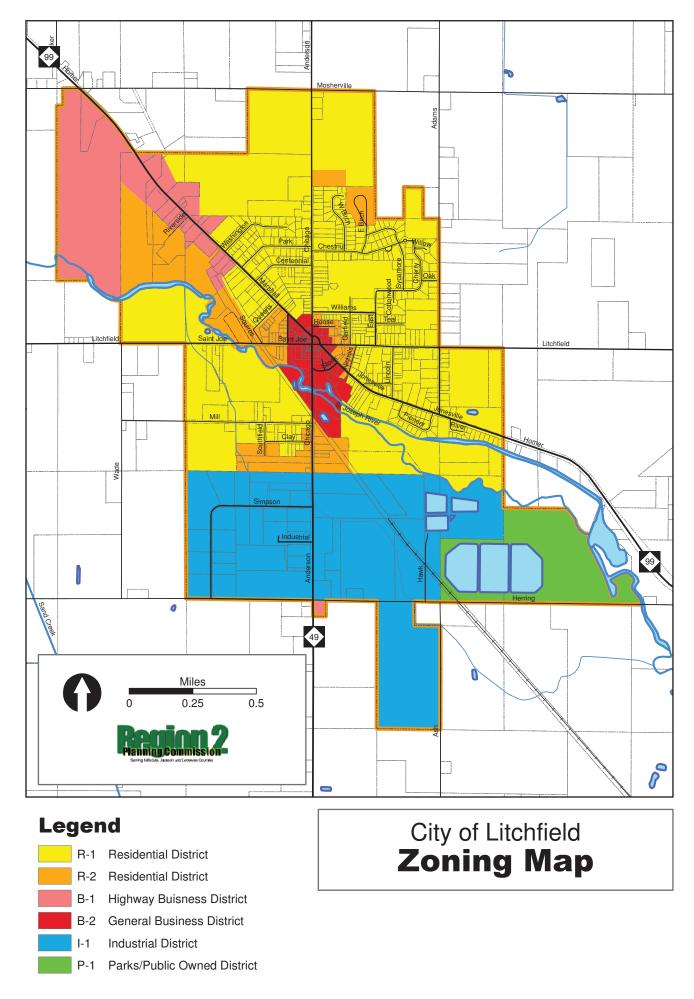
Railroad

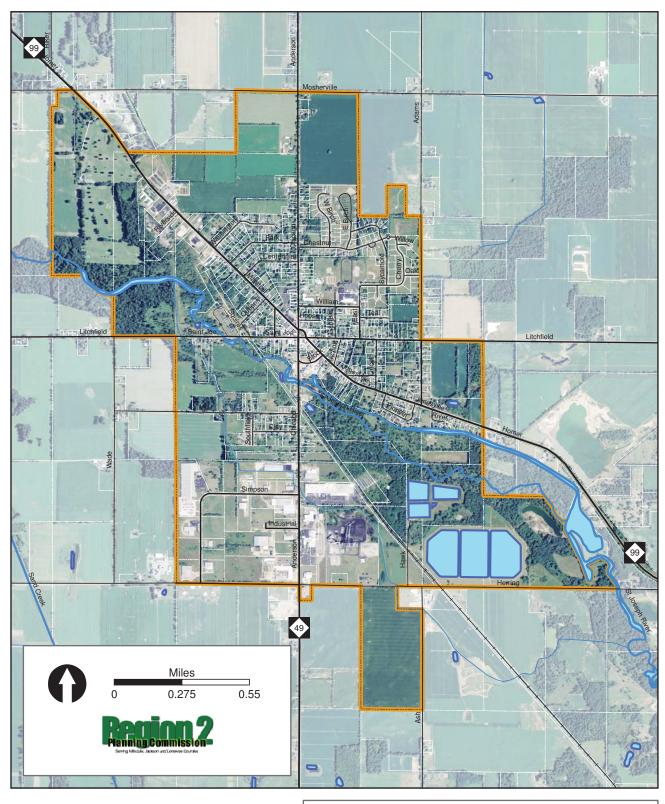
City of Litchfield Transportation Map



Page C-8







Legend

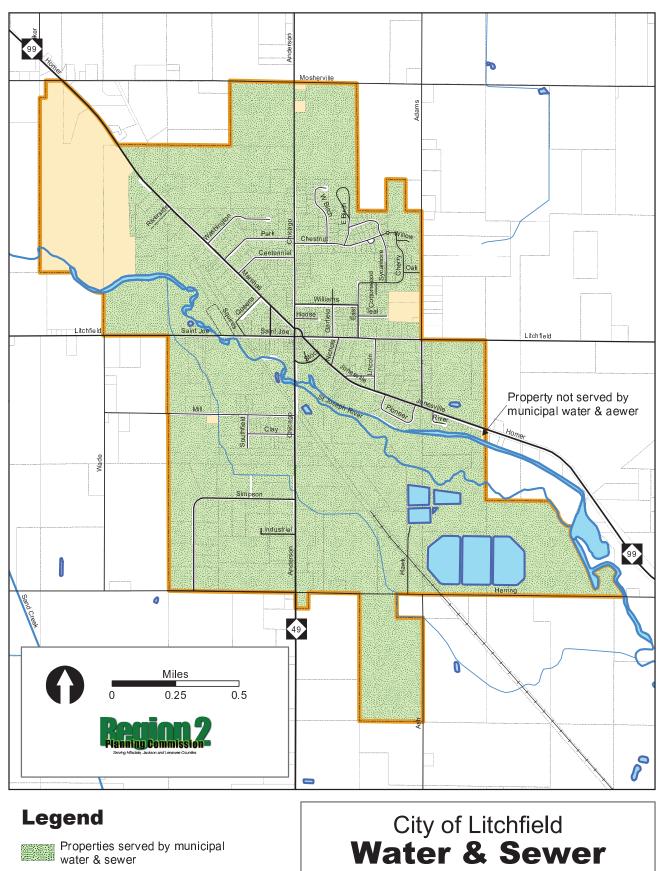
City Limits

City Properties

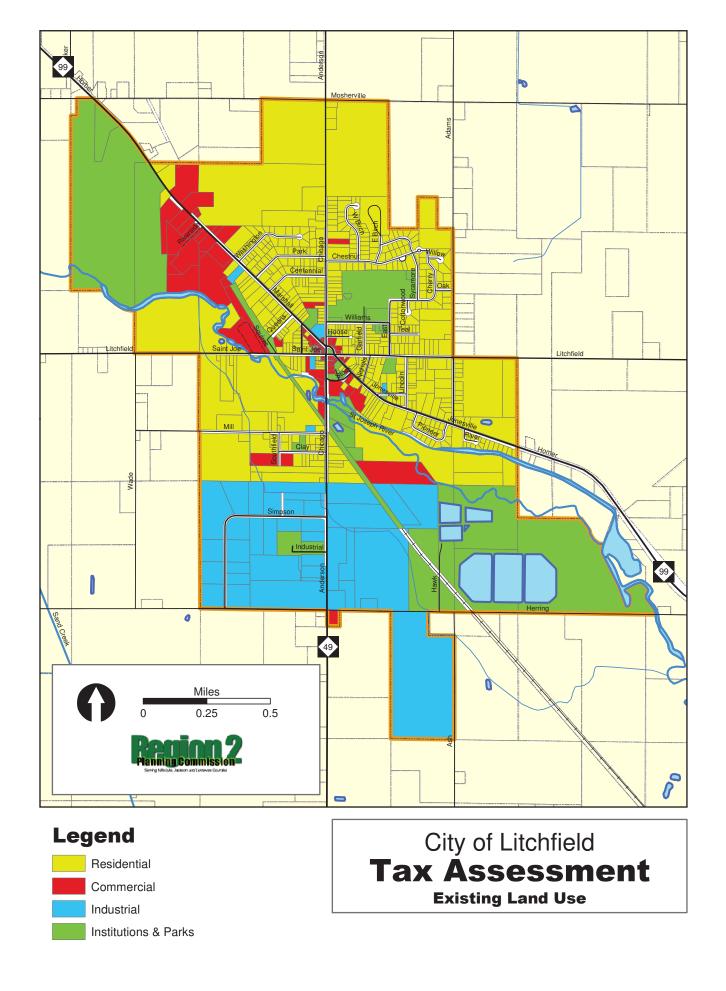
Lakes & Ponds

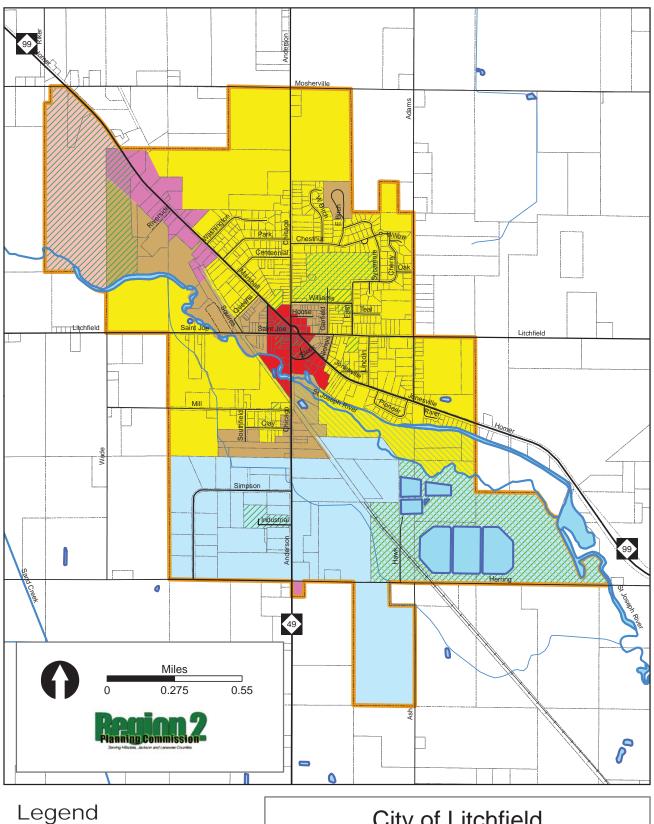
Rivers & Streams

City of Litchfield **Aerial Photograph**



Properties not served by municipal water & sewer





Legend Future Land Use Categories Low-Density Residential Medium-Density Residential City of Litchfield Future Land Use Map

Future Overlay Land Use Categories

Park
////// Institution
Park/Institution

Downtown Commercial

Highway Commercial

Mixed Use

Industrial



APPENDIX D

CAPITAL IMPROVEMENTS PROGRAMMING

What is a Capital Improvements Program?

"Capital improvements are those physical facilities which involve a substantial investment and last a long time . . . as opposed to the operating expenses that occur during the same year they are budgeted." Examples of capital improvements include: municipal buildings (e.g., City Halls, fire stations, etc.), parks and recreation facilities, streets and alleys, and utilities (e.g., water and sewer lines). A capital improvements program (CIP) is a six-year prioritized listing of those projects along with the following information: location, date of construction, cost, means of financing, sponsor, and relationship to other facilities (if pertinent). The CIP "is updated annually with the first year being the current year capital budget" according to the Michigan Planning Guidebook (May 2008).

Why Prepare a Capital Improvements Program?

Section 65 of the MPEA —the Michigan Planning Enabling Act (PA 33 of 2008, MCL 125.3865), as amended — requires that the City of Litchfield "annually prepare a capital improvements program of public structures and improvements," upon the adoption of this Master Plan. The Planning Commission or the City Council—if the Planning Commission was exempted from this task—must "prepare and adopt a capital improvements program [(CIP)], separate from or as a part of the annual budget." Alternately, the task can be delegated the City Manager (or a designee), "subject to final approval by the" Planning Commission or City Council. The CIP shows "those public structures and improvements, in the general order of their priority, that in the commission's judgment will be needed or desirable and can be undertaken within the ensuing 6-year period . . . [and] shall be based upon the requirements of the [City] for all types of public structures and improvements. Consequently, each agency or department of the [City] with authority for public structures or improvements shall upon request furnish the Planning Commission with lists, plans, and estimates of time and cost of those public structures and improvements."

Of course, there are also benefits to developing and maintaining a CIP. Chief among those benefits is the coordination of seemingly disparate projects. For example, water and sewer projects can be coordinated with street paving projects eliminating the potential for streets to be repaved, only to be torn up to for a water or sewer project two or three years later. It is also important to note that "plans for new public works that are identified in the [Master Plan can] actually come to fruition through the CIP" and to ensure that "new public facilities are built in locations and consistent with the public policy for development in particular areas or neighborhoods as spelled out in the" document, according to the Michigan Planning Guidebook.

Developing a Capital Improvements Program

The following information should be used to develop the capital improvements program (CIP) upon the completion of the comprehensive plan:

Establishing Objective Criteria

"Without objective criteria, the [capital improvements process (CIP)] can quickly break down into a strictly political process where those agencies or neighborhoods with more political or fiscal resources (or both) will run roughshod over smaller agencies or weaker neighborhoods," according to the Michigan Planning Guidebook, and simply ranking proposed projects as 'urgent,' important,' or 'desirable' "leave room for disagreement in determining priority. More robust criteria are often used first to examine each project:"

- Does the proposed facility address a risk to public safety or health?
- Is the current facility deteriorated or unsafe?
- Is the proposed facility part of a systematic replacement program?
- Will the proposed facility result in improvement of operating efficiency?
- Is the proposed facility necessary to:
 - Ensure the success of another capital improvement?
 - Meet a state or federal statutory or administrative requirement?
 - A court order?
 - A major public goal of the township board?
- Will the proposed facility result in the equitable provision of services or facilities to a part of the population with special needs?
- Will the proposed facility protect or conserve sensitive natural features or natural resources or the air or water quality of the Township?
- Will the proposed facility protect the investment in existing infrastructure from becoming over capacity?
- Will the proposed facility result in a new or substantially expanded facility to provide a new service or new level of service in Township?

Those answers can then be used to place proposed facilities into groups based upon the following criteria:

- The proposed facility is urgent and fills a high priority need that should be met.
- The proposed facility is a high priority that should be done as funding becomes available.
- The proposed facility is worthwhile if funding is available (but may be deferred).
- The proposed facility is a low priority that is desirable but not essential.

The criteria listed above are recommended for larger governments with the potential for many projects. The criteria used for "small communities with few projects may not be much more than 'urgent,' 'important,' or 'desirable.'"

Establishing a Process

The <u>Michigan Planning Guidebook</u> recommends that a medium or large-sized community create a special committee to advise its planning commission on the capital improvements program (CIP). The committee should be comprised of the chief elected or appointed official and representatives from the planning commission, the legislative body, and pertinent departments (e.g., engineering; finance; fire; parks, recreation and grounds; public works; purchasing; and water). A total of eight steps are recommended for the development of a CIP:

- Prepare an inventory of all capital facilities.
- Rate the existing level of service for each infrastructure element.
- Identify the structure needs.
- Identify options to meet needs and cost estimates to all projects over the next six years.

Prepare a draft CIP that includes a review of each project against the master plan and CIP prioritization criteria:

- Establish financial capacity for financing public works proposals over the next six years.
- Develop a project schedule for the next six years based on the ranking of selected projects and the availability of funding.
- Select projects to be undertaken during the coming year which become the capital budget. The remaining projects become part of the capital improvements program for the subsequent five years.

- Develop a project schedule for the next six years based on the ranking of selected projects and the availability of funding.
- After public review and hearing, the CIP is adopted by the township board with any agreed upon amendments.
- Implement current year of the CIP.
- Monitor projects and update the CIP annually.

The <u>Michigan Planning Guidebook</u> notes that "in smaller communities with few capital improvements," such as Parma Township, the process can be simplified. "Each office, agency, or department responsible for public works is asked to submit proposed public works and the planning commission as a whole reviews and prioritizes them all —ensuring they are consistent with the master plan."

Appendix D

Capital Improvements Program